

FREE STATE PROVINCE



Annual Report

2006/2007

**Department of the Premier
Free State Provincial Government**



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1. GENERAL INFORMATION

1.1 Statement by Director General submitting Annual Report to the Premier

I have the honour of submitting the 2006/7 Annual Report of the Department of the Premier in terms of the Public Finance Management Act, 1999.



Dr MC Nwaila
DIRECTOR GENERAL



Date

1.2 *Foreword by the Director General*

It is with great pleasure that I submit this Annual Report which records the achievements of the Department of the Premier against our mission, to provide strategic direction and to co-ordinate integrated service delivery within government in the Free State, for the 2006/7 financial year.

During the year under review, the Department of the Premier continued to provide strategic leadership in the province, including in the areas of policy and strategic human resources.

Of special note is the successful review of the Free State Growth and Development Strategy which brought together a multitude of stakeholders to consolidate this strategy as well as the development of an integrated Human Resource Management and Development Strategy for the provincial government. It is through this strategy that we will put in place the necessary skills required for us to reach our goals and objectives. We want to ensure that we are responsive to the needs of our citizens and that we continue to meet our service delivery objectives.

Stakeholder engagement was once again high on our agenda. A number of communities were reached through our Izimbizo programme and EXCO Meets the People campaigns where communities engaged the Executive Council on their appreciation of what government is doing for them and also concerns. These programmes continue to yield visible improve-

ments in the quality of engagements between government and communities.

One of the critical issues emanating from these campaigns is the need to further consolidate our communication platforms and to provide relevant information to communities on service delivery accomplishments across the two spheres; namely, municipal and provincial government level.

The current Provincial Executive of the Free State Provincial Government reached the half-way mark of its term of office during the period under review. In fulfilling our role of providing strategic leadership, the Department of the Premier facilitated a Mid-Term Review process in which the central question was, *how far has the Provincial government gone to deliver on its vision of creating a prosperous Province and fulfilling the social needs of all its people?*

This review confirmed that there has been considerable improvement in the quality of life of the people living in the Province and that there is clear evidence that the province is better off than in 2004, despite the challenges it faces.

Among the challenges the Department faced during the past year, was ensuring that we build the necessary capacity in the province to coordinate the provincial ASGISA programmes and ensure the implementation of the provincial projects. Other challenges such as the strengthening of the implementation of the IGR Act, which





among others require the Department to be more hands-on during the IDP assessment and engagement processes, as well as the decision to transfer the Community Development Worker programme to the Department of the Premier, placed additional strain on the resources of the Department.

While much has been accomplished by the Department of the Premier and the Free State Provincial Government, more remains to be done. Our strategies and programmes for the remainder of the 2004-2009 period are in place. We are thankful for the positive economic growth and the reduction in unemployment that we have registered over the past year. These achievements will however only serve to further energise us in our pursuit of growing the economy which remains one of our key mandates.

We shall move with speed in addressing key issues arising out of our civic engagements, the challenges confronting communities at large and the agenda for the new year of building partnerships. We shall pull out all stops and work

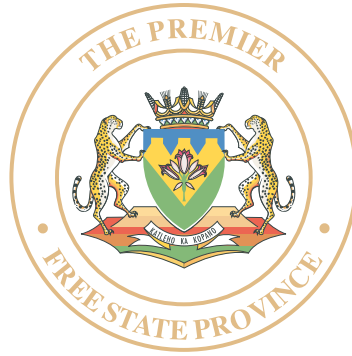
tirelessly as we heed to the call from the Medium Term Strategic Framework Annexure 2007 for *Business Unusual* to ensure that we improve the lives of the people we serve.

As I present this report to the Premier of the Free State and the public at large, I wish to thank the political leadership, Premier Marshoff and her Executive Council for their visionary leadership and support.

I also wish to extend a special vote of thanks to the senior managers and officials in the Department of the Premier and across the Free State Provincial Government for their continued dedication to achieving greater levels of service delivery.

Dr MC Nwaila
DIRECTOR-GENERAL

Date



1.2 *Foreword by the Premier*



The conclusion of the financial year 2006/7 coincides with the mid-term period of the current Provincial Executive of the Free State Provincial Government. In line with our responsibility of providing overall strategic leadership to the whole of the Provincial Government, the Department of the Premier had to take a lead in the assessment of the mid-term and the redirection of the collective energies towards the realisation of the Provincial Government priorities.

The delivery of our State of the Province Address reaffirmed the 2014 vision as a strategic mobilization programme for our country and Province, and a framework for our programme of action. Our em-

phasis was correctly on uniting society in a national effort for faster development.

The assessment of the period under review shows that we have been able to lead in the definition of a common agenda and the mobilization of all of society to take part in the implementation of a common programme of reducing poverty and unemployment. Whilst we consistently demonstrated attributes of a caring government, we had to continuously mitigate against a tendency of reliance and dependency by our people, by placing emphasis on sustainable development

Our energies and resources were invested in programmes, which ensures:

- Economic growth and inclusion
- Reduction in social welfare and dependence
- Strengthening of state capacity to fight crime for effective delivery and crime prevention
- Consolidating international work to pursue the imperatives of economic growth and inclusion

We pursued these objectives informed by the Free State Growth and Development Strategy whose



review process was also successfully concluded.

The Department's activities for the period under review, drew from its three strategic thrusts namely that

1. The Premier and the Executive Council are supported to achieve government's goals and priorities
2. Departments in the Provincial Government are strategically guided and coordinated with regard transversal corporate support functions
3. Activities of Departments and Municipalities in the Free State Provincial Government are aligned and integrated towards the achievements of the goals and priorities of government

As we present this Annual Report of 2006/7, I am confident that we have been successful in facilitating and building transverse capacity and skills needed to achieve the objectives of our Free State Growth and Development Strategy. The conclusion of the Human Resource and Development Strategy for the FSPG, will provide an even wider scope for this purpose.

I am equally sure that the review document of the Free State Growth and Development Strategy has given the necessary prominence to our Provincial Spatial Development Perspective and will ensure that we continue to effectively coordinate development planning initiatives in the Free State into a Provincial Strategy which can be measured,

monitored and evaluated against clearly defined targets.

This review has added new responsibilities to the Department of the Premier, particularly the co-ordination of strategic programmes such as the National Youth Service Programme, the Five Year Local Government Strategic Agenda, ASGISA, Community Development Workers and other programmes which came about as a result of the directives of the Presidency.

Moving forward, we will strengthen our partnerships with all the stakeholders and we will deepen our engagements with our communities. We will continuously strive to consolidate our organizational capacity and develop ability of transforming broad policies and into implementable projects and programmes.

I receive this Annual Report with satisfaction in the knowledge that government work is on an unstoppable upward trajectory and that our people are at the centre of our transformation agenda.

Ms FB Marshoff
PREMIER

31 July 2007
Date

1.3.1 Institutions falling under the Executive Authority's control

The Free State Youth Commission is the only institution that fell under the control of the Executive Authority as at the 31st of March 2007. The Commission has been established in terms of the Free State Youth Commission Act no. 4 of 1996 as amended by Act No. 1 of 2001.



1.3.2 Bills submitted to the Legislature

None.

1.3.3 Visits abroad including dates and purpose

In the financial year 2006 to 2007 the following visits were undertaken abroad by the Executing Authority:



No.	Destination	Dates	Delegation	Purpose of Visit
1	UK (London and Manchester)	09 - 17 May 2006	Ms FB Marshoff, Premier: Free State Mr MJ Mafereka, MEC Local Government Mr NH Masithela, MEC: Tourism, Environmental and Economic Affairs Ms SK Mnumzana, MEC Sport, Arts and Culture Ms BR Sempe, HOD Sport, Arts and Culture Ms L Sait, Exco Support and Community Liaison, Department of the Premier Ms MEI Moloabi: Protocol	Explore twinning possibilities in the areas of: tourism, local government, sports, education and municipalities.
2	Belgium	June 27 - 2 July 2006	Ms FB Marshoff, Premier: Free State Mr BG More, Head: Provincial Policy, Planning and Co-ordination Mr DA Kganare, ASGISA Co-ordinator Ms Tshange Ms MEI Moloabi, Protocol	To attend the Africa Diaspora Investment Forum
3	Germany	9 - 18 October 2006	Ms FB Marshoff, Premier: Free State	To discuss areas of collaboration in education, sports, arts and crafts, and investment



			<p>Mr SJ Mohai, MEC: Public Works, Transport and Roads</p> <p>Mr NH Masithela, MEC: Tourism, Environmental and Economic Affairs</p> <p>Ms SK Mnumzana, MEC: Sport, Arts and Culture</p> <p>Mr MJ Mafereka, MEC: Local Government and Housing</p> <p>Mr WX Ntshona: Chief Director: Department of Social Development</p> <p>Mr DA Kganare, ASGISA Co-ordinator</p> <p>Mr M Maduna, Mayor, Setsoto Local Municipality</p> <p>Ms F Rampola: Inter-governmental Relations</p> <p>Ms MEI Moloabi, Protocol</p>	
4	United States	8 - 19 November 2006	<p>Ms FB Marshoff, Premier: Free State</p> <p>Mr MC Mokitlane, MEC: Agriculture</p> <p>Mr MJ Mafereka. MEC: Local Government and Housing</p> <p>Mr M Zwane, Executive Mayor, Thabo Mofutsanyana District Municipality</p> <p>Ms G Mothupi, Executive Mayor, Mangaung District Municipality</p> <p>Mr TB Khunyeli, HOD: Tourism, Environmental and Economic Affairs</p> <p>Ms MEI Moloabi, Protocol</p> <p>Dr D Mamphiswana, Head: Provincial Planning, Monitoring and Research</p>	To pursue on possibilities in education, agriculture, SMME development, tourism, investment capacity building in municipal governance, policy management, human resource management, and also on twinning possibilities between health departments of Free State and the State of Indiana in the US.



			Mr T Sikisi, Free State Provincial Government Spokesperson	
5	Dubai	24 Nov - 03 Dec 2006	<p>Ms FB Marshoff, Premier: Free State</p> <p>Ms SK Mnumzana, MEC: Sport, Arts and Culture</p> <p>Mr MJ Mafereka, MEC: Local Government and Housing</p> <p>Mr FK Morule, MEC Public Safety, Security and Liaison</p> <p>Mr SJ Mohai, MEC Public Works, Roads and Transport</p> <p>Dr MC Nwaila, Director General</p> <p>Mr M Tsoametsi, DDG, Local Government and Housing</p> <p>Ms MEJ Mosala, Inter-governmental Relations</p>	To attend the 2006 Soccerex and to explore opportunities for economic, investment and educational collaborations.

1.4 **Mission statement of the Department**

To provide strategic direction and to co-ordinate integrated service delivery within government in the Free State.

1.5 **Legislative mandate of the Department**

- 1.5.1 The Constitution of the Republic of South Africa 1996;
- 1.5.2 The Public Service Act, 1994 (Proclamation 103 of 1994) and the Public Service Regulations, 2001;
- 1.5.3 The Public Finance Management Act, 1999 (Act No. 1 of 1999) and Treasury Regulation, 2005
- 1.5.4 The Intergovernmental Relations Framework Act 2005 (Act No. 13 of 2005);
- 1.5.5 The Basic Conditions of Employment Act, 1999 (Act No. 75 of 1997);
- 1.5.6 The Employment Equity Act, 1998 (Act No. 55 of 1998);
- 1.5.7 The Labour Relations Act, 1995 (Act No. 66 of 1995);
- 1.5.8 The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- 1.5.9 The Promotion of Administration Justice Act, 2000 (Act No. 3 of 2000);
- 1.5.10 The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000);

- 1.5.11 The Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);
- 1.5.12 The Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- 1.5.13 The Protected Disclosures Act, 2000 (Act No. 26 of 2000); and
- 1.5.14 Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).

2. PROGRAMME PERFORMANCE

2.1 Voted funds

Appropriation	Main Appropriation	Adjusted Appropriation	Actual Amount Spent	Over Expenditure
Department of the Premier	R91 856 000	R94 856 000	R97 084 000	R2 613 000
Responsible Executing Authority	Ms. F. B. Marshoff - Premier			
Administering Department	Department of the Premier			
Accounting Officer	Dr. M. C. Nwaila - Director General			

2.2 Aim of vote

To enable the Premier to fulfill her constitutional obligations in order to ensure the effective and efficient utilisation of resources of the FSPG.

2.3 Key measurable objectives

2.3.1 Key measurable objectives

In order to ensure that the vision and mission statement of the Department are realized, the following strategic objectives were identified for the Department of the Premier:

STRATEGIC GOAL 1: (PROGRAMME 1: ADMINISTRATION)

THE PREMIER AND THE EXECUTIVE COUNCIL ARE EFFECTIVELY SUPPORTED IN ACHIEVING GOVERNMENT'S GOALS AND PRIORITIES

Strategic Objectives in achieving Strategic Goal 1:

- To render administrative assistance and support to the Premier to ensure that the Premier's Office functions effectively and efficiently
- To render efficient secretariat services to the Premier, Executive Council, Cluster Programmes and other Provincial Committees.
- To render effective and efficient support services to the Office of the Director General.
- To give strategic direction and coordinate the activities of Security Managers in the FSPG and render advice on matters related to security management in the Department of the Premier.
- To audit accounting, financial and operating systems in the Department of the Premier by reviewing, measuring and evaluating the effectiveness of these systems and controls in the Department.
- To ensure sound financial management in the Department of the Premier.

- To provide strategic direction to Provincial Departments in the FSPG on matters related to institutional enhancement.

STRATEGIC GOAL 2: (PROGRAMME 2: CORPORATE SUPPORT)

DEPARTMENTS IN THE FREE STATE PROVINCIAL GOVERNMENT ARE STRATEGICALLY GUIDED AND COORDINATED WITH REGARD TO TRANSVERSE CORPORATE SUPPORT FUNCTIONS

Strategic Objectives in achieving Strategic Goal 2:

- To facilitate and coordinate the building of transverse capacity within Free State Provincial Government through the development of skills.
- To provide strategic direction and render advice on human resource matters to all Provincial Departments.
- To provide strategic direction to Provincial Departments in the FSPG on matters related to organisational development.
- To provide strategic direction with regard to the effective utilisation of information technology and information communication technology in the FSPG.
- To render legal services to the Premier, Members of the Executive Council, the Director General, Heads of Department and other officials.
- To create an enabling environment for the Premier, Executive Council and Director General to communicate important issues to members of the public and employees.
- To manage a media strategy and ensure that the image of the FSPG and the Department of the Premier is held in good standing.

STRATEGIC GOAL 3: (PROGRAMME 3: POLICY AND GOVERNANCE)

ACTIVITIES OF DEPARTMENTS AND MUNICIPALITIES IN THE FREE STATE PROVINCIAL GOVERNMENT ARE INTEGRATED AND ALIGNED TOWARDS THE ACHIEVEMENT OF THE GOALS AND PRIORITIES OF GOVERNMENT

Strategic Objective in achieving Strategic Goal 3:

- To coordinate and integrate development planning initiatives in the Free State Province into a Provincial Strategy.
- To monitor and advise on the coordination and implementation of the Free State Growth and Development Strategy and other Government Programmes through the cluster monitoring and evaluation system.
- To coordinate and advise on the implementation of major government programmes in the FSPG including Municipal Infrastructure Grants, Expanded Public Works Programme, Project Consolidate, Integrated Sustainable Rural Development Strategy, Urban Renewal Programme etc.
- To establish, facilitate and improve intergovernmental relations between the FSPG and other governments
- To provide strategic direction, facilitate and coordinate special programmes (Office on the Status of Women, Office on the Status of Disabled Persons, Rights of Children, HIV and AIDS Management) in the FSPG.
- To render efficient and effective Community Liaison and Multi Purpose Community Centre Services





2.3.2 Summary of Programmes

The Programmes of the Department has been reduced from 14 to 3 to be in line with the Guidelines from National Treasury. A strategic objective is linked to each of the sub or sub sub-programme which is broken up into outputs and targets as per the 1 Year Operational Plan in the APP.

Programme 1: Administration

Sub Programme: Premiers Support

Sub Sub-programme: Premier

Sub Sub-programme: Premier Support Services

Sub Programme: Executive Council Support

Sub Programme: Director General

Sub Sub-programme: Director General

Sub Sub-programme: Internal Audit

Sub Sub-programme: Security Advisor / Coordinator

Sub Sub-programme: Institutional Enhancement

Sub Programme: Financial Management Services

Sub Sub-programme: Financial Management

Sub Sub-programme: Internal Control and Risk Management

Programme 2: Corporate Support

Sub Programme: Strategic Human Resources

Sub Sub-programme: Human Resource Advice, Coordination

Sub Sub-programme: Free State Training and Development Institute

Sub Sub-programme: Organisational Development

Sub Programme: Information Communication Technology

Sub Programme: Legal Services

Sub Programme: Government Communication Services

Sub Sub-programme: Corporate Communication

Sub Sub-programme: Media Strategy and Liaison

Programme 3: Policy and Governance

Sub Programme: Human Rights

Sub Sub-programme: Special Programmes

Sub Sub-programme: Office of the Status of Women

Sub Sub-programme: Office of the Status of Disabled Persons

Sub Sub-programme: Office of the Status of Rights of Children

Sub Sub-programme: HIV & AIDS Management

Sub Sub-programme: Premier Projects

Sub Sub-programme: Departmental Special Programmes

Sub Sub-programme: Free State Youth Commission

Sub Programme: Intergovernmental Relations

Sub Programme: Provincial Policy Management

Sub Sub-programme: Provincial Planning, Monitoring and Research

Sub Sub-programme: Provincial Strategic Planning, Policy and Research

Sub Sub-programme: Government Programme Implementation & Monitoring

Sub Sub-programme: Community Liaison & MPCC Services

Sub Sub-programme: Government Programme Coordination

2.3.3 Achievements

The Department of the Premier achieved most of the planned outputs and targets set for the 2006/2007 financial year. Details of these achievements are included in the section on Programme Performance. In limited cases targets have not been fully achieved due circumstances outside the control of the Department.

In addition to achieving the objectives and targets set in the Annual Performance Plan, the Department of the Premier also achieved the following:

The Free State Growth and Development Strategy (FSGDS) was successfully reviewed in accordance with the guidelines and inputs from the Presidency. The FSGDS was further contextualised by having workshops with strategic planners of departments as well as representatives from municipalities which included political office bearers, Municipal Managers, IDP Managers, LED Officers and other senior managers within Municipalities. The FSGDS was also introduced at various forums such as LED Summits and District Growth and Development Summits. The engagement of District and Local Municipalities in conceptualizing the document ensured that their IDPs are aligned to the FSGDS.

The implementation of the IGR Act was progressed during the financial year by ensuring that IGR structures were established in the five (5) Districts and by setting the climate to cascade the cluster system down to Local Government level.

The Department ensured that Interdepartmental and Intergovernmental Forums met frequently to foster a clear understanding and commitment towards implementation of the policies and strategies of the Free State Provincial Government.

The Department furthermore facilitated the Izimbizo programme for National Government in the province as well as the Free State Provincial Government's own outreach programme called EXCO Meets the People. During the financial year Izimbizo were held in Xhariep, Thabo Mofutsanyana and Lejweleputswa. The EXCO Meets the People Campaign had successful visits in the following towns:

- Boshoff : June 2006
- Oppermandorp : June 2006
- Arlington : July 2006
- Senekal : July 2006
- Ladybrand : Aug 2006
- Hobhouse : Aug 2006

In response to the National Government's objective of building the capacity of the state, a Provincial Human Resource Management and Development Strategy for the Free State Provincial Government was developed under the guidance of the Department of the Premier. The adoption of this strategy by the Executive Council represents a milestone in steering human resource development and management in the Provincial Government towards an appropriate skilled and trained workforce.

The second Annual Senior Management Conference for Free State Provincial Government took place from 29-31 August 2006. A total of 237 Senior Managers attended this conference at the Protea Black Mountain Hotel, Thaba Nchu. This included Senior Managers from all Provincial Departments, the Free State Gambling Board, Correctional Services and Local Authorities. At this conference a total of 42 presentations were made by 8 international, 13 national and 21 provincial speakers. The Free State Society for Public Administration and Governance (FRESPAG) was also launched during this conference. The main objective of the conference; namely to foster and strengthen inter-governmental relations and co-operative governance, particularly between provincial and local government spheres in the Free State, was achieved. The conference also contributed towards building a cadre of Senior Management at provincial and local level who have a shared vision of challenges facing the province.





The second Premier's Excellence Awards function took place on 22 April 2006. The purpose of the Premier's Excellence Awards is to provide to the Free State Provincial Government and the Premier in particular the opportunity to recognise and honour outstanding individuals and institutions for their performances and contributions towards the development of the Free State Province. Nominations for these awards were assessed by different adjudication panels made up of representatives from government, civil society, academic institutions and business. After these assessments are made against the criteria for the different categories as provided for in the Premier Excellence Awards Policy, recommendations were made to the Premier on the allocation of these awards. During this event awards were allocated to finalists in the following categories: Private Sector and State Agencies, Community Projects and Initiatives, Provincial Departments, Research and Development, Outstanding Individuals, Posthumous Awards and Special Awards.

October 2006 marked halfway of the term of office of the current government (2004-2009). The Department of the Premier successfully facilitated a Mid-Term Review process in which the central question was, *how far has the Provincial government gone to deliver on its vision of creating a prosperous Province and fulfilling the social needs of all its people?* This review confirmed that there has been considerable improvement in the quality of life of the people living in the Province and that there is clear evidence that the province is better off than it was in 2004 despite the challenges it faces.

During the financial year the Legal Services Unit in the Department of the Premier handled various multi-million Rand claims and potential claims against the Provincial Government. These matters were successfully disposed of, resulting in the protection of the Free State Provincial Government against a potential loss of between R80-R90 million.

The Free State Training and Development Institute, since its configuration, has grown significantly during the past financial year. Training interventions presented at the Institute were based on the Workskills Plans of Departments and were directed at enhancing the skills and capacity of the human resources of the Free State Provincial Government towards improving the ability of the Free State Provincial Government to deliver its services to the people of the Free State. During the reporting period 84 courses, covering 28 topics, were presented to 2 316 officials.

2.3.4 Overview of the service delivery environment for 2006/2007

The Department of the Premier is mandated to co-ordinate activities and provide strategic leadership in the Free State Provincial Government and this responsibility is outlined in the Constitution of the Republic of South Africa, 1996 and the Public Service Act, 1994. Most activities of the Department were therefore focused on the above-mentioned mandate in order to monitor the implementation of and improve on the implementation of government's programmes. The service delivery environment of the department is to a large extent influenced by the relationship between the department and other provincial departments, local government and in certain cases national departments.

The Department of the Premier is constantly in contact with the community at large which also plays an important role in the service delivery environment. The quality of this specific relationship also has to be strengthened constantly. The Department succeeded to build rapport with all these entities by means of including them in management structures, various organizing and co-ordination structures as well as outreach programmes. No major issues arose during the year which had a negative impact on service delivery. The effort to improving

relationships had a positive response to create a stable environment for the Department to operate in.

The impact of the new mandates is more broadly reported in the section dealing with Strategic Overview and key policy development for the 2006/2007 financial year.



2.3.5 Overview of the organisational environment for 2006/2007

The organisational environment of the Department of the Premier was relatively stable during the reporting period as there were no major adjustments made in the functioning of the Department.

Challenges in the organisational environment were mostly the result of external challenges such as the need for co-ordination of the ASGISA programme, JIPSA etc. which required adjustments to the organisational structure and staff establishment.



2.3.6 Strategic overview and key policy developments for 2006/2007 financial year

The Department was faced with key policy developments mainly due to National decisions which broaden the role of the department during this financial year. These include:

- The implementation of the Accelerated Shared Growth Initiative of South Africa (ASGISA) necessitated coordination of projects at provincial level. The Department of the Premier by nature of its strategic and coordinating roles, had to put structures and measures in place to ensure the implementation of provincial projects.
- The need to give effect to the IGR Act, requires that the Department of the Premier has to assume greater responsibility with regard to municipalities.
- The President's Coordinating Council decided that the Premier had to sign-off the IDPs of municipalities to confirm that they were credible. This called for the Department to be more hands on during the IDP Assessment and Engagement processes.
- The Cabinet Lekgotla in January 2007 decided that the implementation of the Five Year Strategic Agenda for Local Government had to be overseen by the Department of the Premier. This was done in conjunction with the Department of Local Government and Housing.
- In response to the Programme of Action objective of building the capacity of the state, the Department of the Premier facilitated the development of the Provincial Human Resource Development Strategy. The Department will be required to play a significant role of ensuring the implementation and the monitoring of the strategy.
- The President's Coordinating Council's decision that each province should identify capacity at senior level to co-ordinate the izimbizo campaigns required internal re-organisation and recruitment to deal with it.
- Overseeing the fast tracking of the Bucket Eradication Programme is now the responsibility of the Department of the Premier.
- The co-ordination of the Community Development Workers Programme has recently been transferred to the Department of the Premier following a decision of the President's Coordinating Council.
- The National Youth Service has been launched during the past year. The Department of Public Works, Roads and Transport is the lead department while the Department of the Premier plays an oversight role and is further responsible for ensuring that all departments participate in the programme.

2.4 Departmental revenue, expenditure and other specific topics

2.4.1 Collection of departmental revenue

The revenue budget of the Department was exceeded by R694 000 during the year under review and was due to the following:

- An unexpected donation from the private sector
- Irrecoverable debts written off
- More advertisements placed in the Provincial Gazette than expected.

Although new sources of revenue are explored on a continuous basis revenue sources in the department are limited to the following:

- Sale of the Provincial Gazette and Tender Bulletin
- Advertising money for advertisements placed in the mentioned publications
- Sale of capital and non-capital assets of the Department
- Interest on outstanding debts

The revenue collected by the Department is influenced by the following:

- Voluntary subscription by Government institutions, businesses and the public
- Nature of advertisements placed in the publications
- Legislation that compels advertisement in the Provincial Gazette
- Recoverability of outstanding debts

	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Target	2006/07 Actual	% deviation from target
Non-tax revenue						
Sale of capital assets	-	-	1 000	9 000	-	100%
Sales of goods and services other than capital assets	338 000	184	1 260 000	1 016 000	1 135 000	11.7%
Interest and dividends	76 000	62	157 000	103 000	86 000	16.5%
Financial transactions in assets and liabilities	-	194	666 000	277 000	394 000	42.2%
Transfers received	-	-	10 000	-	483 000	4 730.0%
TOTAL DEPARTMENTAL RECEIPTS	414 000	440 000	2 094 000	1 404 000	2 098 000	49.4%

2.4.2 Departmental expenditure

Programmes	Voted for 2006/07	Roll-overs and adjustments	Virement	Total voted	Actual Expenditure	Variance
Administration	24 940 000	-	1 072 000	26 012 000	26 011 000	1.0%
Corporate Support	33 705 000	-	-	33 705 000	35 163 000	4.3%
Policy and Governance	36 211 000	-	-1 072 000	35 139 000	35 394 000	0.7%
Special Function	-	-	-	-	516 000	100%
Total	94 856 000	-	-	94 856 000	97 084 000	2.3%

2.4.3 Transfer payments

Transfer payments to the amount of R9, 252 million were made to the Free State Youth Commission during the period under review.

In terms of the Free State Youth Commission Act, 1996, (as amended), the objects of the Youth Commission are:

- To co-ordinate and implement an integrated national youth policy;
- To develop a provincial youth policy and an integrated provincial youth development plan;
- To develop principles, guidelines and make recommendations to the Provincial Government and to co-ordinate, direct and monitor the implementation of a

- provincial youth policy and an integrated national youth policy;
- To implement measures and programmes to address imbalances of the past relating to the youth;
- To promote a uniformity of approach by all organs of state, to matters relating to or involving the youth;
- To maintain close liaison with the role players similar to the Commission in order to foster common policies and practice and to promote co-operation;
- To co-ordinate the activities of the various Provincial Government institutions involved in youth matters, linking those activities to the integrated national youth policy;
- To develop recommendations relating to any matter affecting the youth;
- To assess the needs of and opportunities and challenges for the youth and to prioritise resource allocation to youth affairs;
- To research issues concerning youth affairs; and
- To monitor and review policies and practices regarding youth matters and to make recommendations.

These transfer payments are subject to section 38(1)(j) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), which requires the accounting officer of the department to ensure that before any funds are transferred to obtain written assurance from the entity that the entity implement effective, efficient and transparent financial management and internal control systems. Such assurance was obtained from the Free State Youth Commission.

In terms of the Transfer Agreement concluded between the Department of the Premier and the Free State Youth Commission, the Free State Youth Commission must also ensure that:

- Transfer payments are applied for reaching its objectives in terms of the Free State Youth Commission Act;
- The transferred funds must be accounted for in a distinguishable set of accounts in the accounting record books;
- The Youth Commission must provide the Department of the Premier with an internal audit report as well as annual audited financial statements including the audit report and a management report;
- The Youth Commission must also submit monthly reports to the Department of the Premier which must include a list of activities performed as well as the amounts disbursed in respect of such activities.

NAME OF INSTITUTION	AMOUNT TRANSFERRED	ESTIMATE EXPENDITURE
Free State Youth Commission	9 252 000	10 321 000

2.4.4 Capital investment, maintenance and asset management plan

See paragraph 2.4.6

2.4.5 Maintenance

The total expenditure with regard to maintenance amounts to R112 000,00 in the year under review. This was paid to maintain equipment (mostly photocopiers) that was leased from suppliers.

2.4.6 Asset Management

The Department acquired an electronic asset register that meets the minimum requirements as required by the asset management reforms.

The existence of all assets in the Department was reconciled with the electronic asset management system (Logis) of the Department. All moveable assets in the Department were provided with bar-codes, which simplifies asset management in





the Department. All new assets are bar-coded immediately upon the receipt thereof before distribution to the end user.

The annual stock-taking processes of all assets in the Department determine that the assets are in a good condition and need not be replaced soon. The Department strives to replace ICT equipment every three years to ensure that the latest technology is available in the Department. This arrangement is however subject to the availability of sufficient funds.



2.5 PROGRAMME PERFORMANCE

2.5.1 Summary of Programmes

PREMIER SUPPORT

Objectives and progress

<p>Strategic Goal: The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities</p> <p>Strategic Objective: To render administrative assistance and support to the Premier to ensure that the Premier's Office functions effectively and efficiently</p>
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Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Provide an efficient and effective general office and support service to the Premier	Electronic Records Management System maintained	Electronic Records Management System maintained	Electronic Records Management System is operational and all incoming mail are registered on the system
	Secretariat services rendered at meetings of the Premier as and when required	Secretariat services rendered at meetings of the Premier as and when required	Secretariat Services was rendered at all the meetings of the Premier as and when required, progress reports were submitted
	Travel arrangements made for the Premier including finalization of subsistence claims	Overseas trips and out of town trips were arranged on time and all arrangements were successfully completed	6 overseas trips and 57 out of town trips were arranged on time
	Ensure effective and efficient transport services is provided for the Premier	Efficient and effective transport available at all times	Effective transport service was provided for the Premier at all times
	Ensure Subsistence allowance, claims of the Premier are arranged well in time	Subsistence allowance and claims arranged timeously	Subsistence and travelling claims of the Premier's international trips were processed and submitted within 4 days after each trip
	Messenger/driver services available	Messenger/driver services available	All internal and external mail were delivered to the correct addressee, on time and correctly recorded
	All parliamentary inquiries/matters dealt with, within specified timeframes	All parliamentary inquiries/matters dealt with, within specified timeframes	All parliamentary matters were handled and dealt with within a specified timeframes, questions for written reply were responded to timely and dispatched to the Speaker. The Premier was briefed in advance of matters of relevance to enable her to prepare for sittings of the Provincial Legislature and the NCOP
Provide a parliamentary support service to the Premier	Handle the Constituency related matters	All inquiries/matters dealt with, within specified timeframes	Weekly contact with the Premier's constituency was maintained





Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007	
			The Premier was always provided with a weekly diary well in advance of the week to which it relates	
Provide a diary management service to the Premier	Weekly diary for the Premier available	Weekly diary for the Premier available	The diary of the Premier was managed properly at all times and stakeholders were informed of changes that occurred	
	Daily management of diary and all stakeholders informed of changes	Daily management of diary and all stakeholders informed of changes	The diary of the Premier was prioritised to ensure that the Premier attends matters of strategic importance to the Free State Provincial Government. The attendance/non-attendance of the Premier was communicated to the relevant stakeholders well in advance of the event	
	Attendance/non-attendance of the Premier with regard to invitations received communicated to all relevant stakeholders	Attendance/non-attendance of the Premier with regard to invitations received communicated to all relevant stakeholders	Premier was always informed of final arrangements with regard to attendance of invitations and the necessary information supplied to prepare the Premier for the event	
Provide a reception service to the Premier	Premier informed in time of final arrangements with regard to attendance of invitations	Premier informed in time of final arrangements with regard to attendance of invitations	All internal and external calls were handled within acceptable levels of professionalism and courtesy and a complete record of calls, which the Premier was not available for, was kept	
	Telephone answering service available all the time and rendered in a professional manner	Telephone answering service available all the time and rendered in a professional manner	Visitors to the Office of the Premier were received in a professional and courteous manner at all times and their comfort and well being was attended to	
	All visitors to the Office of the Premier received in a professional manner	All visitors to the Office of the Premier received in a professional manner	All visitors at the official residence the Premier were received in a professional manner at all times	
Provide a support service at the Official Residence of the Premier	All visitors at the Official Residence of the Premier received in a professional manner	All visitors at the Official Residence of the Premier received in a professional manner	Services were rendered on time for professional food and cleaning services at the official residence of the Premier	
	Keep register of visitors	Professional food and cleaning services rendered within the time-frames as specified at the Official Residence	Information on outreach programmes to be attended was made available to the Premier well in advance of the due date	
	Professional food and cleaning services rendered within the time-frames as specified at the Official Residence	Information available for the Premier on each outreach programme to be attended	The Premier was always supported at all outreach programmes by the relevant persons	

EXCO SECRETARIAT SERVICES

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities
Strategic Objective: To render efficient secretariat services to the Premier, Executive council, FOHOD, Technical PCF and PCF.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Ensure successful implementation of the Free State Cabinet system	Maintenance of the Free State Executive Council Ways of Working document	Continually update the Free State Cabinet system with the latest changes	Departments still follow the "Ways of Working" document as a guide in submitting issues for discussion and decision making by the Executive Council.
	Develop a manual on the implementation of the Free State Cabinet System	Digital manual placed on website	Digital manual has not yet been developed due to a reprioritisation of resources
	Information Sessions to all Provincial Departments to implement the Cabinet System.	All departments are well informed on the Cabinet System.	No formal information sessions were needed. Information was sent to HODs for implementation and the system is operating well.
	Format and content of submissions to Cabinet analysed and advice provided accordingly.	Benchmarking with other provinces and the Presidency on the format and content of submissions through the South African Secretariats of the Executive Council/Cabinets Forum of which the Free State is a member.	The format for submissions to the Executive Council remains in line with those used by other provinces and the Presidency.
	Render secretariat services to 100% of the meetings of the Executive Council, FOHOD, Technical PCF and PCF.	Improved procedures for taking of minutes, Meetings, coordination, distribution of agendas and resolutions for implementation by departments.	All scheduled meetings according to the Year planner coordinated and Secretariat Services provided as required and resolutions are being forwarded to Departments within 24-48 hours after the meeting
	Provide a logistical support to 100% of meetings of EXCO, FOHOD PCF and Tech PCF.	Logistical support is provided for meetings of the EXCO, FOHOD Technical PCF and PCF	Logistical support to all meetings effectively provided.



OFFICE OF THE DIRECTOR GENERAL

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving Government's goal and priorities
Strategic Objective: To render effective and efficient support services to the Office of the Director General.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Ensure an effective and efficient records management system	Electronic document management and tracking system installed and maintained.	Electronic document management and tracking system installed and fully functional	The electronic document management and tracking system was installed in the Office of the Director General and became operational on 21 July 2006. Since then, 1 605 records have been captured on the system.
Ensure effective flow of information and documents to and from the Office of the DG	Improved turn-around time	Acknowledgement of receipt issued within one day of receipt Response available within 7 days	Acknowledgement of receipt letters are generated through the document management and tracking system and issued within one day of receipt. The target of responses available within 7 days has not been fully achieved as responses often have to be prepared by other components and sometimes also require gathering of information from various sources which require a longer response time.
Conduct research, analyse information and compile documents for the Director General	Information gathered Analysis of documents Documents compiled	Analysis reports submitted within timeframes agreed with the Director General	An analysis and comparison of G&A Programmes of Action of 7 Provincial Governments with the National POA was done by the office in order to address the matter of alignment at national level.

INTERNAL AUDIT

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities
Strategic Objective: To audit accounting, financial and operating systems in the Department of the Premier by reviewing, measuring and evaluating the effectiveness of these systems and controls in the Department

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Comply with standards of professional practice of Internal Auditing as issued by Institute of Internal Auditors	Updated the three year Strategic Internal Audit Plan.	Annually updated Internal Audit Strategic Plan	The three year strategic internal audit plan was reviewed and implemented so that is aligned to the departmental risk management plan
	Developed and implemented Annual Internal Audit Plan.	Monthly updated Internal Audit Plan	The Internal Audit annual plan was reviewed by the audit committee, also internal audit report on a quarterly basis to the audit committee regarding the activities of the unit against the plan.
	Developed and Implemented Internal Audit Charter.	Internal Audit Charter approved. Annually updated Internal Audit Charter	The audit charter was approved by the audit committee and presented to senior management.
Execute Financial and Operational Audits as per approved Internal Audit Plan	Execute Internal Audits as per approved Internal Audit plan.	Complete Internal Audit reviews of all Directorates as per Approved Internal Audit Plan	Internal Audit reviews are performed as per annual internal audit. An internal audit report to the audit committee on a quarterly basis regarding the activities of the unit against the plan was also submitted
	Complete and submit quarterly internal audit reports to the audit committee	Hold quarterly Audit Committee meetings	Audit Committee meetings were held every quarter, where activities of internal audit against the plan were discussed.



SECURITY ADVICE / COORDINATION

Objectives and progress

Strategic Goal: The Premier and the executive Council are effectively supported in achieving Government's goals and priorities
Strategic Objective: To give strategic direction and coordinate the activities of Security Managers in the FSPG and render advice on matters related to security management in the Department of the Premier.

Measurable Objectives	Performance measure	Performance Target 2006/2007	Actual status of Implementation as on 31 March 2007
Facilitate the development and maintenance of a security policy for the Department of the Premier	Security policy that is aligned with the Minimum Information Security Standards (MISS) co-ordinated and developed for the Department of the Premier.	Departmental Security policy available	Draft policy completed and submitted to NIA and Legal Services for inputs
	Establish a provincial security coordinating committee (PSCC)	Functional security coordinating committee	A Government Sector Security Council has been established nationally. Provincially the functions are currently performed by the Security Manager's Forum
	Coordinated security strategy for the FSPG	Coordinated security strategy for the FSPG available	Strategy not yet completed
Monitor the security policy in the Department of the Premier and Advice accordingly	Report to the DG	1 written report and 2 verbal reports	Reports were completed and submitted
	Report to the Director General with findings and recommendations on inspections in the Department of the Premier.	Quarterly	Reports submitted to the DG with findings and recommendations
Co-ordinate security awareness programmes for the Department of the Premier.	Security awareness programmes developed for the Department of the Premier.	Security awareness programmes implemented	Security awareness was done for the departmental Security Committee. It will be rolled out to the entire Department by the 2 nd quarter of 2007
Manage the internal security administration functions within the Department of the Premier.	All personnel access to sensitive information vetted	All relevant personnel	All relevant personnel with access to sensitive information were vetted

Measurable Objectives	Performance measure	Performance Target 2006/2007	Actual status of Implementation as on 31 March 2007
	Proper record keeping of vetting documents.	All vetting documents properly filed	Proper record keeping of vetting documents was made
Co-ordination of Anti-Corruption matters in the FSPG	Develop an Anti-corruption strategy for the FSPG.	Anti-corruption strategy available	The draft strategy was presented to both the JCPS and G&A FOHOD clusters and still to be presented to the two respective political clusters
	Co-ordinate hotline activities/reports for the FSPG	Coordinated reports available	6 reports were forwarded to departments for investigation and one case is closed



INSTITUTIONAL ENHANCEMENT

Objectives and progress

<p>Strategic Goal: Departments in the Free State Provincial Government are strategically guided and co-ordinated with regard to transverse corporate support functions</p> <p>Strategic Objective: To provide strategic direction to Provincial Departments in the FSPG on matters related to institutional enhancement</p>

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Customer Care and Service Delivery Improvement Culture established in the FSPG	Approved Service Delivery Improvement Programme available	Service delivery Improvement Programme approved and partially implemented in the FSPG	<p>A draft Customer Care and Service Delivery Improvement Strategy was presented to the Governance and Administration FOHOD Cluster and was accepted. The document was also presented to the ExCo Cluster that made some proposals for amendments. The amended document must still serve before the Executive Council for approval.</p> <p>+ - 40% of projects identified was implemented or are in the process of being implemented namely:</p> <ul style="list-style-type: none"> ▪ Hosted the Africa Public Service Day Event for Free State Provincial Government on 23 June 2006. ▪ The Premier Excellence Awards Event in 2006 ▪ Facilitated and assisted with the development of Service Delivery Improvement Plans for all Provincial Departments

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
	Roll-out Plan for the Batho Pele initiative available	Roll-out Plan for Batho-Pele initiatives approved and partially implemented in the FSPG	<ul style="list-style-type: none"> Obtained information from 50% of Provincial Departments to establish the link with the National Batho Pele Gateway Project Started with the implementation of Project Khaedu in Free State Provincial Government. +- 70 managers trained this far. Deployment areas were also identified and consulted with departments. Established a Batho Pele Co-ordinators Forum for the FSPG that is meeting on a monthly basis Cascaded the Public Service Pledge in all Provincial Departments Started with the cascading of Batho Pele to local government level +-17 employees from 3 Districts have already been trained Arranged for activities and celebrations with regard to Africa Public Service Week during 2006 and reported to DPSA.
	Report on Client Satisfaction surveys for the FSPG	Conduct one customer satisfaction survey for the FSPG	<p>A Diagnostic Survey Implementation Framework was developed for the FSPG indicating the type of surveys that should be executed in the organization, why it should be executed and the timeframes for the different surveys.</p> <p>Broad assessment was done of existing exit interview practices and a draft proposal was developed on how to deal with Exit Interviews in the FSPG</p> <p>A presentation was made to the Senior Management Teams of a number of Provincial Departments on diagnostic surveys on request of FOHOD.</p>
	Six Monthly Reports to EXCO and FOHOD on service delivery improvement and customer care issues	Reporting Framework in place and first report to FOHOD and EXCO	<p>The implementation of the Strategy is informally monitored through the Inter Departmental Batho Pele Co-ordinators Forum.</p> <p>As soon as the Strategy is approved for the Province by EXCO a formal reporting format will be developed.</p>





Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Knowledge Management Strategy implemented for the FSPG	Knowledge Management Strategy in place for the FSPG	Knowledge Management Institutional Model developed for the FSPG	First round of interviews to fill the post of Deputy Manager: Knowledge Management was not successful. The post must be filled in order to develop and implement a Knowledge Management Institutional Model for the FSPG.
Conduct Institutional Diagnostic Surveys for the FSPG	Areas on which diagnostic surveys are to be conducted identified	Development of a Diagnostic Survey Framework for the FSPG	Framework for the implementation of diagnostic surveys developed for the FSPG Submitted to FOHOD.
		Approved terms of reference and project plans for diagnostic surveys	Will depend on the acceptance of the Diagnostic Survey Framework for the FSPG by EXCO

FINANCIAL MANAGEMENT SERVICES

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities
Strategic Objective: To ensure sound financial management in the Department of the Premier

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Ensuring effective and accurate accounting services within the Department of the Premier.	Paymaster General account reconciliation statements compiled.	12 PMG Account reconciliation statement compiled and submitted to Management and the Provincial Treasury	12 quality PMG Account reconciliation Statements were submitted to both the Executive Management for review as well as the Provincial Treasury as required by Law. These PMG Account Reconciliation Statements indicate the status of the financial position of the Department at a given time and act as financial position indicators hence it is used as a planning tool by the Department.
	Compile Logis/ BAS reconciliation statements	12 x 100% reconciled statements submitted to management and the Provincial Treasury.	12 reconciliation statements of Logis / Bas were submitted to the Executive Management – these reconciliation indicate the spending trends of the Department on the purchases of Assets – and reconcile these two financial systems to ensure that discrepancies are detected earlier than later.
	Compile Persal/ BAS detailed reports	12 x detailed reports detailing challenges and solutions to management.	12 reports detailing and reconciling the Persal and the BAS systems were submitted to Executive Management for review, enabling Management to detect irregularities that may happen between the two payment systems.
	Revenue budget progress report.	4 x progress reports on the maximization and collection of revenue submitted to Management.	Quarterly Revenue budgetary progress reports were submitted to the Executive Management – detailing the progress regarding the realization of the Revenue budget. The reports assist in highlighting the need to change course as was done during the period under review when the Revenue budget had to be adjusted in line with activities on the ground
Ensuring effective and accurate accounting services within the Department of the Premier.	Debt status report	4 x debt status reports containing challenges and solutions submitted to management.	Quarterly debt status reports were submitted to Executive Management to indicate the status in reducing the debt portfolio of the Department. These reports are necessary to ensure that the Management is aware of challenges and actions that need to be taken to reduce the Debt amounts to the Department. 64,05% of total debt recovered during 2006/7



Measurable Objective		Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Provide advice on financial matters in the Department of the Premier.	Expenditure report.		4 x detailed expenditure reports and cash flow analysis submitted to management – (including responsibility managers)	4 quality and detailed expenditure reports and cash flow analysis were submitted to Management as well as Responsibility Managers to be used as a planning tool and to provide insight on the status of the financial position of the Department.
	SCM compliance		12 x Supplier Status reports on the implementation of the PPPFA submitted to management.	Monthly reports were compiled and submitted to Management to indicate the Service providers or Suppliers that were used in the Department for the procurement of goods and services.
	Information sessions		8 x information sessions to be held to discuss financial issues (either with senior management or with functionaries of the Department)	More than 8 information sessions were held to discuss financial matters, including meetings held with Responsibility Managers with regard to the Assessment of Risks in preparation of a Departmental Risk strategy and the finalization of the Risk Register.
	Financial delegations updated and implemented		2 x reviews of the delegations for approval and implementation.	Financial delegations were reviewed and approved by Management – these accommodated the changes as directed by National Treasury for 3 Programmes instead of the initial 14.
	Update Risk Management Register		1 x risk assessment done and submitted to management for approval and for implementation.	A risk assessment was undertaken and a register was compiled and presented to both the Executive Management and the Audit Committee for inputs – both the Executive Management and the Audit Committee accepted the Register - and the Register is being implemented. Aligned Departmental Risk Strategy with Operational Plan and Fraud Prevention Strategy. 151 Risks identified - 33 high, 60 medium and 58 low.
Ensure compliance to Public Finance Management act and Treasury Regulations.	Compilation of compliance certificate for the Department of the Premier.		12 x Compliance certificates compiled and submitted to management and the Provincial Treasury.	Done. The Provincial Treasury requires each Department to submit Compliance certificates each month – and these were submitted to the Treasury as well as the Executive Management indicating the challenges the Department is having in complying with the Public Finance Management Act as well as the Treasury Regulations.
	In-year monitoring reports		12 x In- year monitoring reports submitted to Management and the Provincial Treasury.	The Department submitted in-year monitoring report every month to the Provincial Treasury who in turn submits those reports to the National Treasury – These reports are used by the Departmental management as planning tools to guide on the status of the Departmental finances.
To implement prudent Supply Chain Management practices	Orders prepared and creditors paid within 30 days of receipt of Invoice.		4 x reports on variances per Programme and Sub-programme.	4 variance reports per Programme and sub- Programme were submitted detailing and assisting Managers on the outstanding orders to the creditors – this to assist responsibility Managers in fast-tracking outstanding orders to creditors.
	Compilation of SCM policies and procedures		Departmental SCM general policy document developed and approved	The Departmental SCM policies were developed and submitted to the Provincial Treasury, the Executive Management as well as all Responsibility Managers for implementation.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
	Manage Supplier database	3 x status reports on the implementation of the Departmental database submitted to Management	3 analysis reports on the engagement of Suppliers in the Department of the Premier submitted to Management indicating the amounts each Supplier earned.
	Maintain Departmental Assets.	4 x Stocktaking reports submitted to Management and the Provincial Treasury	Only one stocktaking report was submitted to the Accounting Officer as is required by the Treasury Regulations – the intention of the sub-programme was to conduct a stocktaking exercise each and every quarter – but this could not happen since the Directorate was tasked with first reconciling the Asset Register and the LOGIS system.



HUMAN RESOURCE ADVICE, COORDINATION AND MANAGEMENT

Objectives and progress

Strategic Goal: Departments in Free State Provincial Government are strategically guided and coordinated with transverse corporate support function.
Strategic Objective: To provide strategic direction and render advice on human resource matters to all Provincial Departments

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Well-informed provincial departments on HR issues.	Coordinate DPSA interventions	As and when required	<p>Following workshop and training interventions were arranged and coordinated</p> <p>17 May 2006 : Provincial HR Planning (1) workshop</p> <p>14 June 2006 Provincial Health Risk Manager Steering Committee</p> <p>28 July 2006 Provincial HR Management Workshop</p> <p>1 August to 3 August 2006 GEMS(1) Provincial training course</p> <p>8 August to 10 August 2006 GEMS (2) Provincial training course</p> <p>28 August 2006 Human Resource Management and Leadership Conference in conjunction with Public Servants of Canada and USA</p> <p>4 October 2006 GEPP Provincial training intervention</p> <p>11 October 2006 Provincial HR Planning(2) workshop</p> <p>Provincial PILIR training coordinated for 2549 officials of provincial departments.</p> <p>4 PILIR Steering Committee meeting coordinated</p>
		The pilot project on PILIR identified and implemented by DPSA and SOMA in the FSPG.	<p>Pilot project done in 2005, follow up training for all Provincial Depts. was then identified during implementation thereof.</p> <p>Monitoring of implementation process is done during Steering Committee meetings.</p>
	Coordinate G&A Cluster interventions	As and when required	<p>HR Subcommittee is attended to discuss the following transverse issues:</p> <p>Implementation and compliance of PILIR</p> <p>Developments on the Provincial EAP policy</p> <p>Developments on retention strategy</p> <p>Learnerships and proposed training</p> <p>Progress on Provincial EE plan</p> <p>Implementation of Job evaluation</p>

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Render an internal human resource management and registry function for the Department of the Premier	Ensure that a provincial human resource plan is available.	Not applicable	Through the Central University of Technology a strategy on an integrated Human Resource Management and Development Strategy was developed for the Free State Provincial Government and subsequently approved by ExCo
	Quarterly progress reports on status of the transverse HR issues in the FSPG.	4 Reports	Feedback on transverse HR issues was given for example: The implementation of the Integrated HRMDS strategy PILIR steering committee SMS conference HR Information system Transverse LR Matters for example: SASSA misconduct cases Strike Action Monthly HR Report on employment statistic's is provided to senior management Monthly status report on leave utilization is provided to Senior managers
	Establishment of HR Executive Forum.	Forum operational	The monthly meetings were conducted until the HR Executive Forum was absorbed into the HR Subcommittee.
	Administer HR provision function	Ongoing support function System operational	HR provisioning functions are effective 41 posts were filled
	Ensure compliance regarding service conditions	Compliance with service conditions	Monitoring and evaluation of compliance to prescripts on service conditions was done as follows: Leave audit Non-compliance to leave prescripts report is forwarded monthly to SMS members Training on PILIR Circular on Housing allowance outstanding documents circulated The release of state guarantees was coordinated with financial institution. Currently there are only 3 outstanding state guarantees for the Department.
	Effective registry service for the Department of the Premier	Effective registry service	Effective filing system is in place. The new approved filing system differs from the previous one in that it includes filing code for the HR advice coordination and management Manager filing system which was not include in the previous filing system.



Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007	
Well informed provincial departments on Labor Relations (LR) issues	Departmental HR policies developed.	3 Policies	Overtime, Sexual harassment, Resettlement and Special Leave policies were developed and the Special Leave and Overtime policies have been approved	
	Report on transverse LR issues that needs to be coordinated in the FSPG	Monthly reports	Report for 2 nd quarter submitted to HR Directors Forum on 13/09/07. 3 rd quarter report submitted on 18/01/07 & 4 th quarter report submitted on 24/04/07.	
	Revisit LR draft policy	Revised policy available	No need for such a policy since sufficient legislation and other regulating instruments are available, governing the processes and relationships	
	Quarterly analysis progress reports on the status of the transverse LR issues in the FSPG	Analyzed database and reports to FOHOD/H/R Directors Forum on trends identified, concerns, etc as regards the general state of affairs in the province. Make recommendations where necessary & render advice to dept's.	Report on the state of affairs with regard to Misconduct /Grievances/ Disputes Resolution for the period 01/01/04 to 31/03/05 submitted en route to FOHOD on 26/07/06, to Heads of LR Components on 16/01/07 and to HR Directors Forum on 18/01/07. Report on the state of affairs with regard to Misconducts /Grievances /Disputes Resolutions for the period 01/04/05 to 31/03/06 submitted en route to FOHOD on 08/02/07, to Heads of LR Components on 13/04/07 and to HR Directors Forum on 24/04/07. NOTE: Quarterly reports are envisaged once the database is up to date. Information is currently being obtained for the period 01/04/06 to 31/03/07.	
	Effective & efficient secretariat services rendered to a number of LR Fora in the FSPG	100% Compliance	2 IDLRF Meetings held: 31/07/06 & 26/09/06 (3 meetings were called off – no quorum, lack of commitment by dept's) 4 CGFSP Meetings held: 21/04/06, 25/08/06, 01/12/06 & 23/02/07 (2 meetings were called off – no quorum on the side of Labour). 4 CCPFSP Meetings held: 19/05/06, 18/08/06, 17/11/06 & 19/02/07.	
	Render an internal LR service to the department	100% Compliance	Effective LR services were rendered to the Department, ensuring sound labour relations and limiting disputes and grievances. 6 Grievances were received of which all were resolved.	



Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Provide strategic direction to all provincial dept's with regard to EAP & OHS	Employee Assistance Programme in place for the FSPG	EAP functional	Provincial Employee Health and Wellness policy is in a consultation stage The Provincial Employee Health and Wellness Committee was established. The Provincial Employee Health and Wellness, HIV /AIDS implementation plan is in a consultative stage. The sub directorate coordinated FSPG representation at the DPSA indaba on 8-11 October 2006 The department coordinated 2 DPSA workshops on 30 November 2006 and 8-9 February 2007
	Compliance with the OHS	OHS functional	Provincial Occupational Health and Safety Committee was established and 5 meetings were held
	Compliance with Employee Assistance Programme	EAP functional	EAP is functional in that the draft policy is in consultation stage; An Employee Health and Wellness Committee was established during February 2007 and 1 meeting was held.; 3 EAP cases were handled on receipt; Condom awareness campaign was held during week 12-16 February
Provide strategic direction to the department with regard to EAP & OHS	Compliance with the OHS	Not applicable	OHS is functional in that Occupational health and safety inspections are conducted monthly An Occupational Health and Safety Committee is functional and 3 meetings were held



FREE STATE TRAINING AND DEVELOPMENT INSTITUTE

Objectives and progress

Strategic Goal: Departments in the Free State Provincial Government are strategically guided and coordinated with regard to transverse corporate support functions.

Strategic Objective: To facilitate and coordinate the building of transverse capacity within Free State Provincial Government through the development of skills

Measurable objectives	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Generic and transverse training to the FSPG provided in a cost effective manner based on the Provincial Workplace Skills Plan (WSP).	Cost effective and appropriate training.	80% of prioritised skills gaps addressed. 50% of money spent on training goes to Free State based service providers 50% of money spent on training is recovered from provincial departments.	80% of the prioritized skills gaps identified in the WSP were addressed. 2048 officials trained through 32 courses. 80% of the money that was spent on training was paid to Free State based and public training providers. More than 90% of the money that was spent on training was recovered from provincial departments.
	Training programmes in financial management.	80 Officials trained.	257 officials trained. <ul style="list-style-type: none"> Financial management: 17 Financial management for non-financial managers: 12 Financial management module of Integrated Performance Management: 25 Financial Management and Accounting for School Clerks: 203
	Training programmes in strategic planning, monitoring and evaluation.	60 Officials trained.	118 officials trained. <ul style="list-style-type: none"> Strategic Planning: 7 Monitoring and Evaluation: 25 Strategic Planning & Performance Management Modules of the Integrated Performance Management course: 25 Project Khaedu (Hosting): 61
	Training programmes in information technology.	240 Officials trained.	144 officials trained. <ul style="list-style-type: none"> Basic computer skills: 49 Advanced computer skills: 95
Transverse and generic training programmes available to meet the development needs of the FSPG.	Training programmes in management and leadership development (level 9 & upwards).	20 Officials trained.	84 officials trained. <ul style="list-style-type: none"> Executive Management and Leadership Program: Course 1 – 14; Course 2 – 26 Women in Leadership: Course 1 – 21; Course 2 – 23
	Training programmes in management and leadership development (levels 1 to 8).	20 Officials trained.	67 officials trained. <ul style="list-style-type: none"> Management of Discipline in the Workplace: 13

Measurable objectives	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
	<p>Training programmes in contract management.</p> <p>Training programmes in <i>Batho Pele</i>.</p> <p>General capacity building programmes.</p>	<p>40 Officials trained.</p> <p>160 Officials trained</p> <p>240 Officials trained.</p>	<ul style="list-style-type: none"> • Integrated Management: 9 • Foundation Management Development Program: 10 • Leadership Survivor: 35 <p>The course on Supply Chain Management included a contract management module: 106 officials were trained.</p> <p>484 officials trained.</p> <p>894 officials trained.</p> <ul style="list-style-type: none"> • Report writing: 30 • Office Administration: 141 • Project Management: 78 • Mentoring and Coaching: 18 • Promotion of Administrative Justice Act: 16 • Frontline Management: 31 • Job Evaluation Panel: 20 • Occupational Health & Safety Act: 28 • General Security Skills: 145 • Anti Corruption: 21 • PDMS: 15 • Cleaning Services: 181 • Gardening and Landscaping: 131 • Change Management: 19 • Emotional Intelligence: 20 <p>2006 conference was hosted successfully.</p> <p>276 SMS members attended.</p>
Service level agreements in place with all Heads of Department on the provisioning of transverse and generic training.	Senior Management Conference.	Logistical arrangements for 2006 SMS conference in place.	The responsibilities of FSTDI and Provincial Departments were included in the forms that were signed off by the Departments. This represented the contract between the two parties and replaced a formal service level agreement.
Training programmes and services of the FSTDI marketed in an efficient and effective manner.	<p>Training programmes and services of the FSTDI marketed. Marketing Plan</p> <p>Electronically available information.</p> <p>Quarterly newsletter.</p>	<p>Marketing plan available. Marketing done.</p> <p>Information available.</p> <p>Two newsletters published.</p>	<p>Draft Marketing plan available. Some elements of the plan implemented.</p> <p>Information on available courses and contact detail on the intranet site updated.</p> <p>Outline of the newsletter completed. Information and photographs gathered.</p>
Quarterly meetings of the Skills Development Facilitators.	Shared information on skills development.	10 Meetings of Skills Development Forum held.	7 meetings of the Skills Development Forum held. The meetings for July and August 2006 and January 2007 did not take place as there were no urgent or new matters to discuss.
Coordinate bursaries and learner support programmes.	Bursary and learner support programmes. Bursary Policy	Revised Provincial Bursary policy available.	<p>Revised draft policy presented to Governance and Administration Cluster of the Forum of Heads of Department. It was resolved that –</p> <p>(a) the existing bursary policy remains in force; and</p> <p>(b) the review of the bursary policy stands over to the 2007/08 financial year.</p>



Measurable objectives	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Advise and make recommendations on the partnerships available.	Bursary awareness program.	20 Schools visited.	Dates for visits to schools during 2007 identified. The project was put on hold in anticipation of the review of the provincial bursary policy.
	Learner support program.	Support programme available.	The project was put on hold in anticipation of the review of the provincial bursary policy.
Quarterly monitoring reports on the implementation of the Provincial Workplace Skills Plan.	Partnership model for training provision implemented.	Partnerships model implemented.	Training provided in partnership with the University of the Free State, the Central University of Technology and the South African Management Development Institute and local Further Education and Training Colleges.
	Implementation of the Provincial Workplace Skills Plan monitored and reported on.	4 Monitoring reports available.	Received monitoring reports were forwarded to the PSETA.
Research and development of transverse and generic training programmes to meet the development needs of the FSPG.	Induction and reorientation programme for public servants.	20 trainers trained. 12 Orientation courses presented.	The "Train the trainer" course was attended by 18 officials 5 Orientation courses were presented which was attended by a total of 107 officials.
Acquire, adapt, design and/or develop methodologies and instruments to use for the execution of impact studies.	Impact of training evaluated.	25% of the courses presented are evaluated.	Level 1 (response) evaluations took place for all courses. Interviews for level 3 (behaviour) evaluations took place for 25% of the courses presented.
Report with recommendations on possible areas where impact studies should be executed.	Report on the impact of training available.	25% of the courses presented are evaluated.	25% of the courses presented were evaluated.
Execute one impact study on an identified area.	Quality of 25% of the courses presented under the auspices of FSTDI evaluated.	Three reports available.	Level 1 (response) evaluations took place for all courses. Evaluation reports available.
Annual Provincial Workplace Skills Plan developed for the FSPG and implemented.	Information on prescribed skills audit framework available.	WSP available.	2006/07 Provincial workplace skills plan available.
Ensure that competency assessments and skills audits are conducted within FSPG.	2006/07 Provincial WSP available.	Three reports available.	Annual competency assessment and skills audit conducted per provincial department as part of the process to compile the departmental WSP. 2006/07 departmental and provincial WSPs available.
Learner ship, Internship and other developmental initiatives are coordinated in the FSPG.	Learnership, Internship and other developmental initiatives are coordinated.	Learnership and internship policy available.	Provincial project put on hold in anticipation of the development of a national learnership policy by the DPSA.
	Coordinate and report on the roll-out of the NQF 4 & 5 ICT learnerships in FSPG.	Four reports available.	92 learners completed the ICT A+ / N+ learnership on NQF level 5. 130 learners completed 13 out of 14 months of the ICT A+ / N+ learnership on NQF level 4.

ORGANISATIONAL DEVELOPMENT

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities
Strategic Objective: To provide strategic direction to Provincial Departments in the FSPG on matters related to organisational development.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Ensure the coordination of Job Evaluation System in the Free State Province	Facilitated and Coordinated job evaluation system in the FSPG	100% adherence to the Job Evaluation Strategy for the Free State Provincial Government	<p>Twenty-Two Provincial Quality Assurance Committees were convened. Twelve Provincial Job Evaluation Panel meetings were convened.</p> <p>984 posts were job evaluated in the Free State Provincial Government of which Sixty-Two were from the Department of the Premier.</p> <p>The Provincial Job Evaluation Implementation Strategy was amended to make provision for the following matters:</p> <ul style="list-style-type: none"> There should be Departmental Quality Assurance Committees that ensure consistency of job evaluation processes and methodologies within the Free State Provincial Government Departments The mean should be amended to 50% to be in line with other Provinces and the Department of Public Service and Administration. <p>Eighteen posts were Coordinated Provincially. Constantly provided input to the National Coordination Committee which is chaired by the Department of Public Service and Administration. The National Coordination Committee further worked on the recommendations of amendments to the EQUATE system to be in line with the new job evaluation interpretations as well the South African Qualification Authority.</p> <p>Quarterly Job Analyst Forum meetings were convened to share information and keep abreast of the latest developments in job evaluation.</p> <p>The Job Evaluation report was compiled.</p>
Ensure the coordination of Performance Development and	Facilitated and Coordinated PDMS in the FSPG	100% adherence to PDMS for the Free State Provincial Government	<p>186 Performance Plans were submitted. 2 Performance Improvement Plans were received. One grievance was</p>



Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Management System			<p>registered.</p> <p>PDMS policy was reviewed to accommodate lessons learnt and improvements on the implementation of performance management system and processes. DPSA assisted with amendment to EPMDS.</p> <p>Two Inter Departmental Task Team meetings were held.</p> <p>Training sessions on PDMS were provided within the Free State Provincial Government.</p> <p>Six monthly reports on the implementation of PDMS in the province were provided to the Governance and Administration FOHOD Cluster, FOHOD, Governance and Administration ExCo Cluster and the Executive Council.</p> <p>40% job descriptions were revised and approved by the Executing Authority.</p> <p>Performance agreements were prepared for Heads of Department and Senior Managers in the Department of the Premier.</p> <p>Information sessions were conducted for Senior Managers in the Free State Provincial Government.</p>



Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Render an internal business process improvement services	Effective and efficient organizational structure	100% aligned and relevant organizational structure and staff establishment	<p>A concept document on restructuring was developed and approved in principle by the Provincial Job Evaluation Panel. The document only encapsulated the new ways of working in the Free State Provincial Government to be in line with the Public Service Regulations as amended. It also provides for the Single Public Service concept.</p> <p>10 business process improvement investigations were conducted:</p> <ul style="list-style-type: none"> • Department of Education: Examinations Directorate and Labour Relations Directorate • Free State Gambling Board • Free State Youth Commission • Department of Sport, Arts and Culture: Sport and Recreation as well as Heritage Directorates • Department of the Premier: macro alignment of the organizational structure to the budget structure, restructuring of Communications Chief Directorate, restructuring of Financial Management Services component as well as Secretariat Services. <p>Free State Provincial Government database on organizational structures of the respective Provincial Departments is available.</p>



INFORMATION COMMUNICATION TECHNOLOGY

Objectives and progress

Strategic Goal: Departments in the Free State Provincial Government are strategically guided and coordinated with regard to transverse corporate support functions

Strategic Objective: To provide strategic direction with regard to the effective utilization of IT and ICT in the FSPG.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Ensure that Information technology is deployed in the FSPG in a uniform and organized manner to facilitate the achievement of e-government within FSPG	Outdated equipment identified and recommendations made on the costs and implications for the replacement of this equipment within the Department of the Premier	Outdated equipment identified and recommendations made on the costs and implications for the replacement of this equipment	Completed audit on SMS member's equipment but discontinued audit in respect of users on levels 1 to 12 as well as replacement of equipment due to a lack of funds to replace obsolete equipment.
	Assistance provided with expansion of equipment to accommodate new users	Provide assistance to new users of IT equipment when required	Developed configurations and determine costs for and processed 83 applications for the acquisition and deployment of IT equipment.
	Fully functional IT Helpdesk for the Department	Attend to all logged calls received and Finalized call out within reasonable time	The IT Helpdesk was attended to and successfully solved approximately 170 ICT related calls for assistance per month.
		Maintain Firewalls for the Department in accordance with ICT security prescriptions	Firewall customized and maintained for the Department. Approximately 4 359 operations per month were logged. Operational logs are monitored on an ongoing basis for breaches in security. No security breaches occurred. Daily back-ups on servers of the Department of the Premier were made and safely stored. Monthly meetings were held with SITA to discuss ICT service delivery and implemented solutions to identified problems.
	Fully functional Telephone Helpdesk for departments	Attend to all logged calls received and finalized call out within reasonable time	The Telephone Helpdesk was attended to and successfully solved approximately 162 calls for assistance per month. Compiled accounts and submitted journal claims on a monthly basis to those Provincial departments linked to the central telephone infrastructure. Audit carried out on telephone accounts and lines for Departments linked to central infrastructure and disconnected where not in use.
Provincial ICT Policy and e-government implementation plan developed	Fully functional information systems	Maintain all current information systems in the Department	Implemented the Asset Pro and Team Mate Systems to administer asset management and auditing respectively. A total of 33 information systems are maintained for provincial departments.
		Amended Provincial ICT Policy in place	Research on updating the Provincial ICT Policy that was developed for the FSPG in consultation with provincial departments in progress. The Policy consists of four main chapters dealing with Management of ICT, Development of ICT, Outsourcing of ICT and Bridging the Digital Divide.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
			Involved on National GITOC level with the drafting by the Department of Public Service and Administration of an e-government implementation work plan.
	Meetings of the FOHOD Cluster: ICT Sub Committee held monthly	Meetings held monthly	Ten monthly meetings of the Governance and Administration (G&A) FOHOD Cluster ICT Sub Committee were held for which secretariat services were provided.



LEGAL SERVICES

Objectives and progress

Strategic Goal: Departments in the Free State Provincial Government are strategic guided and co-ordinated with regard to transverse corporate support functions.

Strategic Objective: To render advice to the Premier, Members of the Executive Council, the Director General, Heads of Departments and other officials on legal problems and to judicially edit and draft legislation and other relevant legal documents.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Provide legal advice	Legally sound proactive and reactive legal advice is provided. Informative quarterly reviews compiled.	All legal opinions are dealt with in line with service standards Compiled and distribute 4 quarterly reviews to inform departments of legal developments.	A total of 143 well researched and drafted opinions were given. Four (4) highly informative quarterly reviews were distributed. Web-based information sharing page "Legal Corner" has been developed and presently updated.
Draft and edit legislation / contracts in the FSPG	Notices, proclamations, regulations and contracts drafted and edited in line with legal principles Attend legislature portfolio committees on instruction. Provincial departments assisted with public hearings	All requests for editing / drafting are dealt with in line with service standards. All requests for assistance are adhered to. All requests for assistance are adhered to	132 pieces of Legislation were dealt with and 54 thoroughly considered agreements drafted. Meaningful contributions were made during the seating of the portfolio committee meeting dealing with the Provincial Liquor Bill. No requests received
Provincial Departments assisted with court cases and labour disputes	Assistance is provided with rationalization of legislation Legally sound advice provided	1 Bill 100% in line with service standards	A Bill on Rationalization of Laws was completed and submitted to FOHOD for approval. Advice was provided in 53 court cases
Co-ordinate legal services in the FSPG	Six monthly report to FOHOD and EXCO on court cases in the FSPG Implementation of a co-ordination model	2 Reports Improved and coordinated legal services	2 reports submitted to FOHOD and EXCO on the status of court cases in the FSPG As a result of extensive involvement of the legal services, an improved co-ordinated model was developed and is being implemented.

CORPORATE COMMUNICATION

Objectives and progress

<p>Strategic Goal: Activities of departments and municipalities in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government</p> <p>Strategic Objective: To create and enabling environment for the Premier, Executive Council and Director General to communicate important issues to members of the public and employees.</p>

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Provide strategic direction to provincial departments with regard to the implementation of the provincial communication strategy.	Strategic direction provided to provincial departments with regard to the implementation of the provincial communication strategy.	Communication strategy is developed for the FSPG and made available to all stakeholders	Communication strategy was developed for the FSPG and made available to all stakeholders
	Comprehensive professional communication services provided to all programmes to address their needs	Updated Internet Site for the Department of the Premier	The process of refining the FSPG Website is underway.
	Organized Public meetings for Political Principals such as. President, Deputy President, Ministers, Premier and Members of the Executive Council e.g.. Imbizo Focus Week, Exco Meets The People	Communities mobilized for outreach campaigns and national programmes/celebration	Government programmes such as Presidential Imbizo, EXCO Meets The People Campaign and Imbizo Focus weeks were coordinated to afford communities with an opportunity to communicate openly with government on delivery of services and government programmes in their areas.
		Photo coverage service provided at state events and government campaigns	Provided photo coverage services at state events and government campaigns and an electronic database of photos was established
		Photographic material to be provided for publications and marketing purposes	Several publications were produced to manage the image of government and to articulate government programmes, and events. e.g. Mid-Term Review booklet and State of the province Address, Annual Performance Plan, Budget Vote, etc.
	Supported and rendered to the Provincial/Local Core Team in developing communication structures, capacity and operational systems in the municipalities	Strengthen communication structures at local municipality level	Participated in the Local Government Communication Core Team for Communication in Free State in collaboration with GCIS, SALGA and DLG&H to provide information resources for range of interventions to in strengthening communications in municipalities



Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Implement and maintain an external communication strategy aimed at creating and maintaining information flow between FSPG and its external stakeholders	Outreach campaigns; i.e., Imbizo, EXCO-Meets-the-People Campaign Commemorations Provincial Programmes Provincial publication Production of digital video disc On-line publication Functional Provincial Communicators Forum	Building a culture of communication within FSPG based on principles of access to information, transparency and inclusive decision making.	The Province hosted the State President and Deputy State President in April and December 2006 respectively to discuss issues such as poverty alleviation, job creation, economic empowerment and development, service delivery or any other related issue.
Create and maintain a corporate identity for the FSPG	Corporate identity for the FSPG created and maintained a	Monitor and report on the implementation and proper use of the FSPG corporate identity.	A tender has been awarded to refine and align Corporate Identity guidelines and branding of the FSPG.
Create an enabling environment for communities to access government information	Communication channels improved between government and communities	Production of quarterly news paper and production of audio-visuals	Due to a reprioritisation of resources a quarterly newspaper was not produced. An informative DVD on provincial programmes and achievements was produced for circulations amongst internal stakeholders, as well as external stakeholders including foreign government agencies.
Resuscitate Inter / Intra-departmental communication forum	Working sessions with programmes to discuss issues	Recruitment/Investment in media software and hardware Functional interdepartmental communication forum	The post of Web Manager was advertised in February 2007.
Provide comprehensive professional communications services to all programmes to address their needs	On-line publication for staff Electronic bulletins Production of Annual report Budget speech State of the Province Address speech	Communication services provided	Interdepartmental Communication Forum meetings (IDCF) took place monthly to share and co-ordinate information on communication programmes. Staff was kept informed through electronic messages with respect to government programmes and events. The production of the State of the Province Address Speech, Budget speech, Annual Performance Plan of the Department was done for presentation and circulation purposes.

MEDIA STRATEGY AND LIAISON

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving government's goals and priorities
Strategic Objective: To manage a media strategy and ensure that the image of the FSPG and the Department of the Premier is held in good standing

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Implement an effective media strategy to enhance the image of the Premier and the FSPG.	Produce opinion and promotional articles in leading print media publication	High quality cost effective media implemented	Opinion and promotional articles have been placed and published with local, national and international publications once every quarter
	Arrange media briefing with editors of leading media houses	Brief sessions as required.	One meeting has been held with the political editorial teams of Sunday Times, City Press, Volksblad, Beeld, SABC News, Sowetan respectively
	Arrange an open media day to enhance interaction between media and the Provincial as well as local government	One open media day	One media networking session has been held in partnership with the SABC
	Issue and follow through media statements on issues of Provincial strategic significance	Media statements as requested	Media statements have been issued and followed through on all issues of strategic importance
	Arrange media coverage and interviews of important provincial events of the Premier and other departments.	Media coverage as requested	Interviews and news coverage have been arranged for all important events of the Premier
Provide a media research service for the Premier and the FSPG	Conduct daily media monitoring and analysis.	Weekly reports	A weekly analysis of the media and current affairs is provided to both the DG and the Premier
	Do an annual audit of the impact of communication on the community and recommend appropriate remedial actions.	Annual Report available	An annual strategic communications framework which includes the annual audit and assessment of communications on communities was presented at the January and July Makgotla of ExCo
	Liaise and network with research institutions to access the latest research data on media and its impact on the FSPG	Research available	A data base of media research agencies has been finalized and a networking strategy will only be implemented as of the new financial year





Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
	Develop and execute and external strategy aimed at creating and maintaining a good image of the FSPG amongst media stakeholders.	Strategy available	An FSPG media strategy has been developed and circulated to all Provincial Government as well as municipality communicators. It includes all national and provincial events such as Progressive National Women's Movement, the August month celebrations, the June month celebrations, Human Rights celebrations, Freedom Day, Workers Day, Heritage Day, World Aids Day as well as Disability Day events. The ExCo-Meets-the-People Campaign, the National Imbizo Focus Week and the Presidential Imbizo's were also included.
Research and develop speeches for the Premier and the D.G in accordance with approved events	Factual and well researched speeches are available when needed	Speeches available for all events	Factual and well researched speeches were prepared for the Premier and the DG when needed
	Ensure that all public speeches and statements delivered by the Premier are placed on the government website	All speeches captured	All speeches were placed on the FSPG website
Coordinate the Intergovernmental and Cluster communication	Establish a Provincial communicators forum comprising of all departmental and municipal spokesperson and ensure that such a forum meets once a month	Provincial Communicator' Forum establish	A Provincial Interdepartmental Communications Forum is fully operational
	Ensure participation and input in the National Communicators forum	4 National Communicators Forum attended	All four national Communications Forum meetings have been attended and inputs made
	Facilitate the establishment and functioning of Communications Clusters	4 Communications Clusters	4 communications clusters have been established and each has been assisted to develop a cluster communications strategy

SPECIAL PROGRAMMES

Objectives and progress

Strategic Goal: To promote and facilitate the successful implementation and monitoring of special programmes.

Strategic Objective: To provide strategic direction, facilitate and coordinate special Programmes (Office on the Status of Women, Office of the Status of disabled Persons, Rights of Children, HIV and AIDS Management) in the FSPG.

Measurable Objective	Performance Measure	Performance Target 2006/07	Actual status of Implementation as on 31 March 2007
Develop various transverse policies/strategies regarding special programmes (Office on the Status of Women, Office on the Status of Disabled Persons, Office on the Rights of the Child, HIV and AIDS	Establish and maintain a database of International, National, Provincial and Local policies, strategies and legislations with regard to Special Programmes	Establish database	<ul style="list-style-type: none"> • OSW - Collect consultation document on "A Strategic Framework for Gender Equality within the Public Service" • Gender Mainstreaming and Overview UN – 2002 • Meeting the new challenges – Report of the Commonwealth Secretary General • Gender Policy Framework for Local Government • Databases of all Special Programmes components have been established and are maintained • HIV/AIDS database was established and a new strategic plan 2007 – 2011 was added • ORC - United Nations Convention on the Rights of the Child, • Free state Protocol on the management of child abuse • National Policy Framework and Management of Child Abuse, Neglect and Exploitation • Draft Integrated Plan for Early Childhood Development in South Africa • Guidelines for Early Child hood Development Services



Measurable Objective	Performance Measure	Performance Target 2006/07	Actual status of Implementation as on 31 March 2007
			<ul style="list-style-type: none"> Child Care Act National Children's Rights Coordination Framework Children's Bill 38 of 2005
Analyse and update existing policies, strategies and legislation internally and externally		Produce 1 report	<ul style="list-style-type: none"> OSW - Draft Provincial Gender Policy developed and aligned to National Gender Policy' HIV & AIDS - Strategies and frameworks still reviewed at national level for effective implementation Departmental HIV/AIDS Policies were analyzed – no reports was produced ORC – Analysis on the Child Care Act National Children's Rights Coordination Framework Draft Integrated Plan for Early Childhood Development in South Africa United Nations Convention on the Rights of the Child
Identify the need for new policies, strategies and legislation		Complete Situational analysis in the provincial government	<ul style="list-style-type: none"> OSW - Assisted in drafting of Sexual Harassment Policy for Department of the Premier and Dept of Health HIV/AIDS - New Strategic Plan 2007 – 2011 was analyzed by HIV/AIDS Coordination and Monitoring Unit Not done by all Special programmes components Not done by all
Facilitate and co-ordinate the establishment of the necessary institutional machinery at provincial and local government level to deal with special programmes.		Review report in all provincial government departments Each component to produce sector report (2) Establish district disability desks	<ul style="list-style-type: none"> None established in this financial year
Co-ordinate Special Programme Officers and institutional machinery		12 meetings	<ul style="list-style-type: none"> All meetings held by the 4 components of Special Programmes
Facilitate the establishment of the institutional machinery at district level		One meeting per quarter	<ul style="list-style-type: none"> OSW - Guidelines developed for establishment of gender desks in municipalities as per directives from the presidency and inline with



Measurable Objective	Performance Measure	Performance Target 2006/07	Actual status of Implementation as on 31 March 2007
			gender policy framework for local government Quarterly meetings held by the 4 components of Special Programmes
	Monitor, evaluate and report on the implementation of the Provincial Policies / Strategies to ensure mainstreaming	1 Report	• No reports produced
	Capacitate and assist departments with the development of departmental policies/strategies	1 Training programme per quarter	<ul style="list-style-type: none"> • OSW - Workshop on development of a generic monitoring tool was held. • OSW and DPSA - Workshop on National Strategic Framework for Gender Equality within the Public Service held • Workshop on Draft Provincial Gender Equality and Women's Empowerment Implementation Strategy • HIV & AIDS Induction and training was done to Lejweleputswa District AIDS Council and plan of action was developed • No training by other 2 components • ORC - Workshop Advisory Council as per National Coordination Framework on the Rights of Children
Facilitate the implementation of the policies and strategies	Ensure mainstreaming with regard to special programmes in provincial departments and relevant provincial stakeholders	(4) 1 per unit per quarter	• Mainstreaming ensured by all components
	Align all provincial policies/strategies with national priorities and Free State Growth and Development Strategy	(4) Produce one review per annum	• No review by al components
	Conduct advocacy programmes on equity and equality, lobby and raise awareness	2 Equity audits: One OSW and one OSDP	• None done
	Develop and distribute advocacy information / material with regard to special programmes and ensure accessibility to stakeholders	1 Fact Sheet per quarter	• None done
		(4) 1 Awareness Raising per quarter	• ORC - Awareness campaign in partnership with Film and Publication Board on Child Pornography as well as Take a Girl Child to work.





Measurable Objective	Performance Measure	Performance Target 2006/07	Actual status of Implementation as on 31 March 2007
			<ul style="list-style-type: none"> Awareness raising done by all components
		Develop education material per quarter	<ul style="list-style-type: none"> No educational materials produced
		Exhibitions	<ul style="list-style-type: none"> Exhibition done by all components during provincial and national events
		Contribute to publication	<ul style="list-style-type: none"> None
		Produce Braille information documents per quarter as needed	<ul style="list-style-type: none"> OSDP produced Braille documents for provincial departments and NGOs
		1 User friendly fact sheet for Deaf people per quarter	<ul style="list-style-type: none"> None
Manage Special Programme Events and maintain relationships with civil society, government agencies	Organize and/or co-ordinate activities for commemoration of special days and events applicable to special programmes or assigned to special programmes by the Premier	National and Provincial events as determined	<ul style="list-style-type: none"> National Women's Day 16 days of activism World AIDS Day Children's Month Human Rights Day International Day of Children International Disability Day Casual Day
	Liaise with civil society, government agencies and other organisations around Special Programmes issues.	At least one activity per quarter	<ul style="list-style-type: none"> Activities held on Women's month, children's month, and disability month and on World AIDS Day.
		Partnerships as required	<ul style="list-style-type: none"> Partnerships were established with Big Sky, ABSA, FNB, and Standard Bank,
	Ensure that Special Programmes Policies for the Department of the Premier are in place and implemented	All Directorates in the Department of Premier.	<ul style="list-style-type: none"> Most directorates in the Department were involved during the Special Programmes events
Manage Special Programmes as identified by the Premier.	Set up and ensure that projects as identified by the Premier are operational.	2 Projects identified	<ul style="list-style-type: none"> Two business centres have been established in the Free State for the empowerment of women

INTERGOVERNMENTAL RELATIONS

Objectives and progress

Strategic Goal: Activities of departments and municipalities in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government

Strategic Objective: To establish, facilitate and improve intergovernmental relations between the FSPG and other governments

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Ensure effective and efficient cooperative governance in the Free State Province	Coordinate Premier's Coordinating Council meetings	Coordinate 4 PCF meetings as per the annual schedule	Coordinated 4 PCF meetings, 1 extended PCF meeting and assisted in the coordination of PCF Lekgotla
	District Municipalities are assisted in establishing structures	IGR structure per district	Lejweleputswa has established the IGR structures. Other districts are in the process
	Coordinate meetings between the Premier and House Of Traditional Leaders	On request	No request to coordinated meeting
	Coordinate the participation of Executive Mayors, Mayors and Councillors, business people and community in the Exco Meets the people Campaigns and Imbizo's	7 Exco meets the people and 2 Imbizo's	6 Exco meets the people campaigns, 1 deputy presidential Imbizo and 1 NCOP were co-ordinated
	Coordinate Technical PCC meetings	Coordinate 12 technical PCF meetings as per the annual schedule	7 TPCC's. 6 were co-ordinated in the first 2 quarters
Ensure effective and efficient international relations between Free State and foreign countries'	Foreign visits are managed and coordinated in the Province Courtesy calls into the province is supported and managed	Coordinate foreign visits on request All courtesy calls.	17 visits including 1 incoming visit. Full coordination of 11 visits and partial coordination of 6 visits 5 Courtesy calls.
Ensure that protocol services are provided to the Free State province	Render protocol services for official functions where the politicians are involved	All official functions, meetings, travel etc where politicians are involved	Protocol services were rendered at 134 functions and in most the Unit was closely involved with the arrangements of the function as well as the arrangements of high level visits
Ensure coordination and management of ODA in the province	Initiate and or Coordinate all donor funds into the province	All donor funding	Due to a prioritisation of activities, the Unit has not been established



STRATEGIC PLANNING POLICY AND RESEARCH

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving government's goals and priorities
Strategic Objective: To coordinate and integrate development planning initiatives in the Free State Province into a Provincial Strategy

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Facilitate the review and updating of the Provincial Growth and Development Strategy.	Free State Growth and Development Strategy annually updated within the planning cycle of the FSPG	One reviewed plan	The Free State Growth and Development Strategy was reviewed and updated as according to the gaps as identified by the Presidency and was finally approved by Exco during March 2007
Operationalise and market the FSGDS for implementation in the Free State	Workshops arranged with stake holders to obtain inputs and consult on the Provincial Growth and Development Strategy	Three workshops	3 Workshops were held and rigorous analysis and consultations on the PGDS were done
	Information sessions with Provincial Departments and District and Local Municipalities on the PGDS	One (1) joint departmental session for eleven departments	Monthly Strategic Planners' Forum were held and these were used as platforms to continually popularize the Free State Growth and Development Strategy. Presentations on the reviewed Free State Growth and Development Strategy were made at the planning sessions of the following departments: <ul style="list-style-type: none"> • Social Development • Education • Premier – Policy Unit as well as the Disability Unit of the Special Programmes
		Five (5) sessions – one (1) per district	Facilitated 5 District Growth and Development Summits based on the FSGDS. Five (5) District workshops were held to contextualise the Free State Growth and Development Strategy. 6 One-on-one sessions linked to District GDS were also held.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Monitor the alignment of Provincial Departments and District and Local Municipality plans with the FSGDS	Assessments of the FSGDS alignment per provincial department and District and Local Municipality	Five (5) districts and twenty (20) municipalities	All IDPS were assessed for alignment
	Assessment per cluster	Four (4) assessments	Infrastructure Plan was assessed for alignment against the FSGDS
	Provincial Departmental Strategic Planning sessions as well as Municipal Integrated Development Plan (IDP) workshops	Eleven (11) departments and five (5) district municipalities	All IDP Representative Forums were attended and inputs given. One meeting with Provincial departments was held. Five district workshops were also held. During Strategic Planners Forum meetings, discussions on developing a common understanding on the reviewed Free State Growth and Development Strategy were held. A task team that will determine the alignment practices to be used by various departments was established. Discussions were also held with the five district municipalities during district workshops and official to seat in the task team to develop a framework that will be used to align the IDPs and the Free State Growth and Development Strategy have been identified.
Provide advice on the alignment of Departmental and District and Local Municipalities plans with the FSGDS	Findings of the IDP engagement process (IDP Analysis 8 – 11 May 2006)	Five (5) districts	IDP Engagements were held for all five district municipalities during May 2006.
	Advice provincial departments and District and Local Municipalities on the different policy debates and trends	All ten (10) Provincial Departments All 5 Districts	Five (5) district workshops were held where alignment issues were discussed and advice provided and 1 session with all strategic planners of Departments was also held.
	Workshops organised to discuss problems and issues with regard to alignment	One (1) provincial workshop and five (5) districts workshops	Five (5) district workshops were held where alignment issues were discussed and advice provided. A task team that will determine the alignment practices has been established.
Keep track of the different policy debates and trends and execute research and impact assessment studies on the FSGDS	Report on policy trends	On going	Inputs were provided to the Provincial Treasury for the socio – economic outlook of the province for Budget Statement No. 1
	Execute research or recommend that research be commissioned on priority areas as identified in the research agenda	One (1) Research Agenda Research reports as agreed	Research agenda was done Research reports were provided on Biofuel production, Agriculture development and the profiles of Municipalities for Presidential Imbizo's and ExCo-Meets-the-People were compiled.



Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Capacitate strategic planners of Provincial Departments and District and Local Municipalities with regard to the FSGDS	Comprehensive reports prepared on the outcome of the research and make recommendations on further actions conduct or oversee commissioning of research	At least one (1) report	Audit report on the research capacity of the province was done
	Presentations to Forum of Heads of Department (FOHOD) and EXCO on the outcome of the research	One (1) presentation per research report if required	No presentations were needed however all Clusters meetings were attended.
	Workshops organised with provincial departments and local government to build capacity with regard to background, indicators, strategies and projects	Three (3) Workshops	No more required as the POAs and the departmental APPs cater for this.
	Common understanding of National Spatial Planning Framework, National Strategic Planning Perspectives, Provincial Planning Cycle and Provincial Strategic Planning Processes and IDP processes	One (1) departmental workshop and five (5) district workshops	Five (5) district workshops were conducted. NSDP, PSDP and IDPs were at the core of the discussions with the purpose to show how these were applied in the Free State Growth and Development Strategy.

GOVERNMENT PROGRAMME IMPLEMENTATION MONITORING

Objectives and progress

<p>Strategic Goal: Monitor and advise on the implementation of the Free State Growth and Development Strategy and other Government Programmes through the cluster monitoring and evaluation system</p> <p>Strategic Objective: Monitor and advise on the implementation of the Free State Growth and Development Strategy and other Government Programmes through the cluster monitoring and evaluation system.</p>

Measurable objectives	Performance Measure 2006 / 2007	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Serve as the nodal project management point for projects emanating from the Provincial Growth and Development Management Strategy as well as any other project that is initiated by the National Cabinet or through the Cluster System that needs to be monitored.	Programmes that need to be implemented by provincial departments for inclusion in the Cluster POAs identified	Developed POA for each cluster	A Programme of Action was developed based for each of the 4 provincial EXCO Clusters, based on a review of the previous POAs. The National Programme of Action, State of Nation Address, State of Province Address were inter alia used as a basis for compiling these POAs. The agenda of EXCO Clusters were informed by these POAs.
Operational Cluster System at Provincial and District level	Report on progress of different cluster programmes	FOHOD Cluster meeting-, ExCo Cluster meeting reports, monitoring reports and progress reports produced	Bi-Monthly reports were tabled at EXCO. Reports dealt with specific programmes of the FSGDS as it relates to the clusters.
	Performance Framework (performance measures & indicators to measure government's performance)	Performance Framework implemented	Framework is being revised based on 2007 Cluster POAs. Consultation is currently taking place with provincial departments
	Cluster System roll-out facilitated to District Municipalities	Roll-out to the 5 District Municipalities Report on functioning of District Cluster System	Analysis of ways of working document compiled. Implementation plan developed. Roll-out process was elevated to a higher level to be led by the Premier and the Chairperson of G&A Cluster. Roll-out to be finalized by mid 2007.
Challenges and opportunities with implementation identified	Analysis of progress reports with challenges and opportunities identified	Analysis reports	Monthly POA reports were compiled and analysed for all four clusters. 1 Mid-term review report compiled for EXCO Lekgotla in January 2007.



Measurable objectives	Performance Measure 2006 / 2007		Performance Target 2006/07		Actual status of implementation as on 31 March 2007	
	Report on meetings with Project Manager in Provincial Departments	Verification of progress reported through project visits	Cluster project visits	Identified cluster research needs	12 Strategic Planner Forum meetings were held in conjunction with the Provincial Strategic Planning, Policy & Research component.	Liaised extensively with FOHOD Subcommittees, as well as strategic planners in verifying progress information
Consolidate development and rolling-out of the electronic monitoring and evaluation system	Research agenda in accordance with Cluster requirements	Review of e-M and E System as per FSGDS implementation Framework	System reengineered POA operational Departmental sub systems operational	Presentations to EXCO/ Departments	System 70% reengineered POA operational – except for report generation. Departmental sub-systems have not been established.	No research needs by clusters identified
	Inputs and buy in from provincial departments and district and local municipalities	The e-Monitoring and Evaluation System marketed at all levels for roll-out purposes	Presentations to EXCO Presentations to HODs, SMS, Users Presentations to HODs, SMS, Users Presentations to Municipal Managers, SMS, Users	Presentations were made to HODs and SMS members regarding the M&E System redesign. User needs have been addressed through presentations, retraining and/or specific help-desk support. Presentations have been made to Mpumalanga (Office of the Premier), Western Cape (Office of the Premier & Department of Sport, Arts & Culture), Public Service Commission, Development Bank of Southern Africa, etc.	All Provincial Departments' buy in achieved as well as District Municipalities through the Local Government SETA	
Generate customised and ad-hoc Monitoring and Evaluation Reports	All provincial department and local authority data captured on the system	Data captured POA data updated Departmental strategic plan data captured FSGDS data captured	Preparation for report One report – Premier's injunction	Reports were done manually. Report format created but have not been configured on system yet.		
	Stakeholders trained on different aspects of the system	Strategic planners trained Departments' users trained Departments' users trained District municipality users trained				

Measurable objectives	Performance Measure 2006 / 2007	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Updated statistical and information with regard to the Free State Province	Updated socio-economic data for the province	System updated with latest official data	System has been updated with latest demographic and economic official data
	Updated municipal profiles	25 updated municipal profiles	25 Updated municipal profiles



COMMUNITY LIAISON AND THUSONG SERVICE CENTRES

Objectives and progress

Strategic Goal: The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities
Strategic Objective: To render efficient and effective Community Liaison and Multi Purpose Community Centre Services.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Operational Multi-Purpose Community Centers (MPCCs)	Policy on positioning the work of Multi-Purpose Community Centre Services within government	1 Policy	Policy was developed and will be implemented in the new financial year
	Facilitate and report on roll-out of I.T. infrastructure at first Generation Multi-Purpose Community Centers.	6 1 st Generation MPCCs	The situation at Sediba remains the same, costs of data-lines to this area are said to be prohibitive (information supplied by Telkom) Alternative methods are continuously explored by PISSC. The other 5 MPCCs are I.T. compliant
	Comply with SCM procedures and the PFMA	3 Reports in each of the last 3 (three) quarters	Copies of PFMA and SCM Policies were circulated to all staff members within the Chief Directorate. Monitoring and evaluation of the Chief Directorate's performance on SCM and PFMA procedures were undertaken
	Strategy on service delivery and enhancing quality of work at Multi-Purpose Community Centers.	1 Strategy	Final strategy was developed and submitted
	Procedures for the establishment of 2 nd Generation MPCCs	1 Procedure Document	Done. Service level Agreements and Memorandum of Understanding were developed Provincial and National workshops were held to align provincial and municipal business plans
	Employed staff at Multi- Purpose Community Centre Services	As approved	Done. Staff employed at all MPCCs

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
Implement education and advocacy on government programmes, policies and services to communities	Education and advocacy programme regarding government programmes, policies and services to communities are available	Three training programmes. Each for quarter 2, 3 and 4	Training sessions with regard to LILSSC were held at all MPCC's. Communities were prepared to establish the LILSSC to interact with Government Departments on issues of service delivery. A comprehensive information and education programme and opportunities especially directed at how to access government programmes and opportunities was developed and disseminated to civil society. Exhibitions and open – days took place at most of the MPCC's
Enquiries/ complaints dealt with	Half yearly reports	2 Reports	Analysis of complaints and comprehensive report on results and resolution of problems were done
EXCO Meets the People Campaign held as approved by the Executive Council	Implement an EXCO Meets the People programme as approved by the Executive Council	Programme as approved	Done. Programmes as approved by the Exco for Exco Meets The People Campaigns were implemented by the relevant Centers. Interactive community sessions were held with the Executive Council at: Boshoff; Oppermansgronde, Hobhouse, Ladybrand, Arlington, Senekal, Mangaung, Kroonstad, etc. issues raised at these meetings received immediate attention and were sent to respective departments/municipalities for action.
Izimbizo held as approved by the Executive Council.	Implement an Izimbizo programme as approved by the Executive Council.	Implement an Izimbizo programme as approved by the Executive Council.	Done. Programmes as approved by the Exco for Imbizo Focus Week were implemented by the relevant Centers. Interactive community sessions held with the President at Thabo Mofutsanyana and with the Deputy President at Xhariep Districts respectively. Evaluation of Exco-Meets – The –People Campaigns and Imbizos were done and it was initiated that a secretariat is to coordinate these programmes in future



GOVERNMENT PROGRAMME COORDINATION

Objectives and progress

Strategic Goal: Activities of departments and municipalities in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of government
Strategic Objective: To coordinate and advice on the implementation of major government programmes in the FSPG including Municipal Infrastructure Grants, Expanded Public Works Programme, Project consolidate, Integrated Sustainable Rural Development Strategy, Urban Renewal Programme etc.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
To facilitate and support the coordination of Project Consolidate implementation in twelve targeted municipalities	Efficient and effective Project Consolidate programme	2 meetings per quarter for Provincial Project Consolidate Steering Committee	Established provincial steering committee comprising of all sector departments and critical stakeholders (SALGA, DWAF, SITA, LGSETA, CUT, Banks, ESKOM, DME and DOL).
		Provincial Action Plan executed	8 meetings were held as scheduled to monitor progress made in relation to the programme. Terms of reference as well as the provincial action plan were developed for the programme to be able to achieve the intended purpose.
			Coordinated the mobilisation of stakeholders (sector departments and social partners) to participate fully in the implementation of Presidential Imbizo follow-through action plan
			Coordinated the revision and alignment of the of Project Consolidate provincial action plan to 5 Year Strategic Agenda for Local Government
			Coordinated and supported Xhariep District Municipality in development of district-wide profile that entailed performance and challenges for Deputy President' visit that was initially scheduled for 18-19 September 2006.

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
			<p>Progress reports on the Project Consolidate, 5 Year Strategic Agenda and Presidential Imbizo were submitted timeously on scheduled dates to the Presidency and DPLG.</p> <p>Project Consolidate municipalities have been supported by DGL&H through the advice of Government Programme Coordination component to comply with policies that are geared towards enhancing their performance</p>
To facilitate and support successful implementation of the Municipal Infrastructure Grant by local government	Efficient and effective Municipal Infrastructure Programme	Functional provincial Steering committee	<p>Facilitated and supported the implementation of Municipal Infrastructure Grant (MIG) through establishment of MIG Provincial Steering Committee.</p> <p>Facilitated deployment of technical and financial experts.</p> <p>An intervention strategy focusing on the actual support to municipalities that did not expend on their 2005/06 as well as 2006/07 financial year was developed and implemented.</p> <p>Struggling municipalities (those that could not expend on their MIG allocations) were visited and assisted accordingly.</p> <p>Quarterly reports detailing progress were submitted on due dates.</p>
To facilitate and support all activities geared towards successful implementation of ISRDP/URP in the nodal area	Successful implementation of the ISRDP/URP programme	Provincial Steering Committee functional	<p>Provincial Steering Committee was established and remained functional.</p> <p>Meetings were held as scheduled to track progress.</p> <p>Action plan was developed and implemented.</p> <p>Sector departments and social partners were mobilised to commit financial resources in line with guidelines for</p>





Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
			financial protocols: Impact Assessment study of ISRDP programme was conducted a report was circulated to all stakeholders. The report detailed the overall success in terms of service rendering.
To facilitate and support the utilization of labour-intensive methods when implementing EPWP	Successful implementation of the EPWP programme	Coordination of EPWP sectors through established provincial steering committee	Through constant engagement with different sector departments and lead departments, the provincial coordination of EPWP has improved quite significantly. Sector meetings were held as scheduled. Projects of sector departments and municipalities were monitored through implementation of action plans of EPWP sectors. Engaged municipalities in ensuring that all their MIG projects are executed in terms of EPWP guidelines. One to one engagement and several workshops were conducted with municipalities on the Construction Industry Development Board Standards and EPWP guidelines. Funding was secured for the 20 Vukuphile Learnership for Matjhabeng Local Municipality. Quarterly reports on EPWP programme were submitted on due dates.
Facilitate and support the implementation of ASGISA programme for economic growth, unemployment reduction and poverty alleviation	Coordinate the development of provincial programme of action for ASGISA	Conduct 5 district workshops	A dedicated ASGISA Coordinator has been appointed for the province. A coordinating structure, which includes relevant departments, municipalities and other stakeholders, has been developed. The establishment of Biofuel plants in the Free State for the production of ethanol from maize has been approved and included in the national ASGISA programme. Other projects such as the establishment of a Logistics

Measurable Objective	Performance Measures	Performance Target 2006/07	Actual status of implementation as on 31 March 2007
			Hub and agricultural projects are also coordinated.



3. Report of the Audit Committee





4. Annual Financial Statements

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REPORT OF THE ACCOUNTING OFFICER for the year ended 31 March 2007

Report of the Accounting Officer to the Executive Authority and Provincial Legislature of the Free State Provincial Government

1. General review of state of affairs

The total allocation to the Department in the year under review amounted to R94,856 million compared to R87,199 in the 2005/06 financial year, which represent an increase of 8.78%. The 2006/07 budget of the Department was overspent by R2,613 million or 2.75%, which is regarded as unauthorised expenditure in the financial statements of the Department. The overspending was due to unavoidable operational expenses such as the strengthening of the capacity of the Free State Training and Development Institute that could not be postponed until the next financial year.

The expenditure has been budgeted for in the 2007/08 financial year through reprioritisation to prevent the recurrence of an overspending.

Although financial and human resources remain one of the major challenges in the Department, most of its planned outputs could be achieved during the year, which highlights the improvement in service delivery in the Department since the previous financial year.

The budget for Programme 1 was supplemented through virement with R1,072 million from savings in Programme 3 to cover the excess expenditure with regard to the filling of certain critical posts that could not be postponed and unavoidable day-to-day operational expenses.

2. Services rendered by the Department

The Department was responsible for the following services during the period under review:

- Render administrative assistance and support to the Premier to ensure that the Premier's Office functions effectively and efficiently
- Render efficient secretariat services to the Premier, Executive Council, Cluster Programmes and other Provincial Committees.
- Render efficient and effective Community Liaison and Multi Purpose Community Centre Services
- Render effective and efficient support services to the Office of the Director General.
- Give strategic direction and coordinate the activities of Security Managers in the FSPG and render advice on matters related to security management in the Department of the Premier.
- Audit accounting, financial and operating systems in the Department of the Premier by reviewing, measuring and evaluating the effectiveness of these systems and controls in the Department.
- Ensure sound financial management in the Department of the Premier.
- Facilitate and coordinate the building of transverse capacity within Free State Provincial Government through the development of skills.
- Provide strategic direction and render advice on human resource matters to all Provincial Departments.

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- Provide strategic direction to Provincial Departments in the FSPG on matters related to organisational development.
- Provide strategic direction to Provincial Departments in the FSPG on matters related to institutional enhancement
- Provide strategic direction with regard to the effective utilisation of information technology and information communication technology in the FSPG.
- Render legal services to the Premier, Members of the Executive Council, the Director General, Heads of Department and other officials.
- Create an enabling environment for the Premier, Executive Council and Director General to communicate important issues to members of the public and employees.
- Manage a media strategy and ensure that the image of the FSPG and the Department of the Premier is held in good standing.
- Coordinate and integrate development planning initiatives in the Free State Province into a Provincial Strategy.
- Monitor and advise on the coordination and implementation of the Free State Growth and Development Strategy and other Government Programmes through the cluster monitoring and evaluation system.
- Coordinate and advise on the implementation of major government programmes in the FSPG including Municipal Infrastructure Grants, Expanded Public Works Programme, Project Consolidate, Integrated Sustainable Rural Development Strategy, Urban Renewal Programme etc.
- Establish, facilitate and improve intergovernmental relations between the FSPG and other governments
- Provide strategic direction, facilitate and coordinate special programmes (Office on the Status of Women, Office of the Status of Disabled Persons, Rights of Children, HIV and AIDS Management) in the FSPG.

2.1 Tariff Policy

The Department charge tariffs for the sale of Government Gazette and Provincial Tender Bulletins. Since these publications are printed in-house, the Department calculates the annual tariffs of these publications taking into account the following factors:

- The overall inflation rate,
- The cost of photocopying,
- The cost of paper,
- Cost of the plastic wrapping,
- Cost of postage, and
- The cost of typing the publications.

The tariffs are then submitted to the Provincial Treasury for approval on an annual basis and published in the Provincial Gazette.





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The tariffs for the 2006/ 2007 financial year were determined as follows:

1. Selling price per copy (over the counter)	2005/2006 tariffs	2006/2007 tariffs	% increase
Provincial Gazette	R7.60	R7.95	5
Tender Bulletin	R5.35	R5.65	6
2. Half-yearly subscription			
Provincial Gazette	R200.00	R209.50	5
Tender Bulletin	R149.00	R156.30	5
3. Annual subscription			
Provincial Gazette	R399.00	R418.95	5
Tender Bulletin	R297.70	R312.60	5
4. Advertising charges per centimeter			
Provincial Gazette	R5.95	R8.20	38
Tender Bulletin	R5.95	R8.20	38

3. Capacity constraints

The Department's capacity constraints can broadly be summarised as a lack of financial and human resources. Due to the ever increasing mandates and subsequent activities, a tremendous burden was placed on the existing resources. The Department had to play, amongst others, a more significant role in providing strategic leadership and coordination with regard to the following:

- Municipal Infrastructure Grants (MIG)
- Expanded Public Works Programme
- Project Consolidate
- Integrated Sustainable Rural Development Strategy
- Urban Renewal Development Strategy
- Accelerated Shared Growth Initiative of South Africa
- Improving the credibility of IDP'S and its sign-off by the Premier
- Implementation of the IGR Framework Act
- Overseeing the implementation of the five year strategic agenda for Local Government
- Roll out of the Provincial Human Resource Strategy
- Community Outreach Programmes
- Bucket Eradication Programme

The Department had to re-prioritise and stretch its resources to the limit to ensure expectations are met. The above-mentioned constraints will have to be addressed in order to improve the quality of service delivery.

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4. Utilisation of donor funds

R228 000.00 of the R7 870 500.00 received from FICA in respect of the SMME Job Creation Project in December 2006 was spent in the 2006/07 financial year.

5. Trading entities and public entities

There were no trading entities under the Department of the Premier. The Free State Youth Commission was the only public entity under the authority of the Department.

6. Organisations to whom transfer payments have been made

The Free State Youth Commission was the only organization that received a transfer payment of R9, 252m in line with the Transfer Payment Agreement signed between the Accounting Officers of the Department and the Commission. This Transfer Payment Agreement details the objectives of the transfer payment and measures for accountability of the funds.

7. Corporate governance arrangements

7.1 Risk Management Approach

A high level risk profile was developed as a platform and foundation to be used by the Department in identifying, managing and controlling the business risks of the Department.

A key feature of the approach is based on the Risk Management Framework developed by National Treasury. This framework sets the parameters for assessments and integrates control attributes throughout an organization, thus providing a standard against which each risk is evaluated. The departmental approach also took into account a similar exercise conducted in 2004 in the Department of the Premier.

While specific functional areas were chosen to focus on questions, an integrative approach was used to determine the types of risks to which the Department is exposed and to gauge the extent to which they can possibly affect the Department's efforts in achieving its objectives.

The risk assessment processes followed include the following:

- Identification and confirmation of strategic objectives and key activities of each directorate.
- A series of discussions with Responsibility Managers of each directorate in order to identify risks threatening the achievement of its strategic goals and objectives.
- Assessment of identified risks in terms of the likelihood of occurrence and impact.
- Assessment of controls which management relies upon to manage these risks.
- Assessment of areas considered to be lacking in controls and which require management actions.

This risk management framework was developed based on the operational plans emanating from the departmental strategic plan, where Responsibility Managers



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identified risks that threatened their key activities. Responsibility Managers were then required to provide inputs based on their knowledge and experiences of the directorate's operations and environment.

7.2 Fraud Prevention Plan

Based on the Departmental Strategic Plan, Operational Plan, Risk Management framework, Provincial Anti-Corruption Strategy and Fraud Red flags, the Fraud prevention plan was compiled, together with a fraud policy statement.

This framework integrated controls attributes throughout the Department, in which there was a buy-in from each component to identify risks and possible fraud areas and integrate them. While functional areas participated to focus on questions, an integrated approach was used to determine probability of fraud based on risk areas identified.

The fraud prevention process included the following:

- Identification of the probability of fraud, based on risk areas identified as per the risk assessment document.
- A series of discussions with Responsibility Managers of each directorate in order to identify probability of fraud, based on risk areas and also where there is lack on internal controls.
- Identification of priority areas of high risk that could lead to possible fraud.
- Defining dimensions of fraudulent activities.
- Defining dimensions of corruption and related corrupt activities.

7.3 Audit Committee and Internal Audit

The Audit Committee and Internal Audit unit has been functional since September 2005, both Audit Committee and Internal Audit have been established in terms of section 38(1)(a)(ii) of the Public Finance Management Act (Act 1 of 1999) as amended and paragraph 3.2 of Treasury Regulations.

The responsibility of Internal Audit amongst others include:

- Reviewing and appraising the adequacy and effectiveness of the system of internal control.
- Appraising the relevance, reliability and integrity of management, financial and operating data and reports.
- Reviewing the systems established to ensure compliance with those policies, plans, procedures, statutory requirements and regulations which could have a significant impact to the Department.
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Appraising the economy, efficiency and effectiveness with which resources are employed.
- Reviewing operations or programs to ascertain whether results are consistent with the Department's objectives and goals.
- Assessing the adequacy of established systems and procedures.
- Conducting special assignments and investigations on behalf of the Accounting Officer into any matter or activity affecting the probity, interests and operating efficiency.

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The Internal Audit Unit completed the following Internal Audit Reviews for the 2006/2007 Financial Year in terms of approved Annual Internal Audit Plan.

- (i) Fixed Assets
- (ii) Supply Chain Management
- (iii) Free State Training and Development Institute
- (iv) Petty Cash
- (v) Physical Cash Control
- (vi) Revenue

The Audit Committee must amongst others review the following:

- The effectiveness of the internal control systems and the internal audit function.
- The risk areas to be covered in the scope of internal and external audits.
- The adequacy, reliability and accuracy of financial information.
- Any accounting and auditing concerns identified by the internal and/or external audits.
- Compliance with legal and regulatory provisions.
- The activities of the internal audit function.

For the Financial Year 2006/2007 Audit Committee held four quarterly meetings.

The following documents were approved by the Audit Committee in order to direct the activities of Internal Audit Unit:

- Internal Audit Charter
- Audit Committee Charter
- Three Year Strategic Internal Audit Plan
- Annual Internal Audit Plan
- Risk Management Document.

Internal Audit Unit accounts functionally to the Audit Committee and reports to the Accounting Officer.

7.4 Other Governance Structures

The Department has implemented a system to manage the conflict of interest of employees by ensuring that members of the Bid Adjudication Committee sign an attendance subjected to make a declaration of interests.

7.5 Requirements of King II report regarding the responsibility of the Accounting Officer

The Accounting Officer is the custodian of the corporate governance system in the Department and is ultimately accountable and responsible for the performance and affairs of the Department.

The Accounting Officer gives strategic direction to the Department.

The Accounting Officer retains full and effective control over the Department and monitor management in implementing Departmental plans and strategies.

The Accounting Officer ensures that the Department complies with all relevant laws, regulations and codes of business practices and thus, communicates with all relevant stakeholders (internally and externally).



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The Accounting Officer is responsible for the total process of risk management as well as providing a qualified opinion on the effectiveness of the process. Management is accountable to the Accounting Officer for designing, implementing and monitoring the process of risk management and integrating it into day-to-day activities of the Department.

The Accounting Officer maintains an effective system of internal control and risk management, through appointment of Internal Audit Unit and Audit Committee.

8. Discontinued activities / activities to be discontinued

The Department did not discontinue any activities nor aim to discontinue any activities during the next financial year as all activities are absolute prerequisites for fulfilling the mandates of government as a whole. On the contrary, creative ways of strengthening all programmes will have to be found to ensure that all activities are implemented, specifically with reference to resources.

9. New / proposed activities

Due to the review of the Free State Growth and Development Strategy and national policy imperatives the Department of the Premier will, in the next financial year, be saddled with the responsibility to co-ordinate and provide strategic direction to the National Youth Service Programme, the Five Year Local Government Strategic Agenda, ASGISA, as well as a more direct responsibility for Community Development Workers and the Provincial House of Traditional Leaders.

10. Inventory balance on hand at year end 2006/2007

The following are the inventories on hand at 31 March 2007

Major categories	Costing method	Amount
Food and food supplies	Weighted average cost	5,381.16
Stationary and printing	Weighted average cost	224,480.24
TOTAL		229,861.40

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11.1 PROPAC resolutions

Reference to PROPAC resolution	Subject	Progress made on PROPAC resolution
PROPAC: 22 June 2006 Resolution 86/2005 Paragraph: 2	Unauthorized, irregular and fruitless and wasteful expenditure	<p>(a) The Provincial Treasury presented a training session on unauthorized, irregular, fruitless and wasteful expenditure on the 15th May 2006 which two officials from the Financial Management Services attended to strengthen on-the-job-training by the Department to all whose responsibilities include financial management. The training by the Treasury as well as the department's efforts add more value to the awareness of this matter by all officials in the department. The Responsibility Managers are continuously encouraged to submit unauthorized, irregular and fruitless and wasteful expenditure on a monthly basis.</p> <p>(b) All the reports required by the Provincial Treasury on a monthly basis from the department have been built into an operational plan and this in turn forms part of the Senior Manager's performance contract. Included in the reports was a compliance certificate which required a certification that all unauthorized, irregular, fruitless and wasteful expenditure for the period which had been reported. Due care will continuously be taken to ensure that the disclosures of any unauthorised, irregular or fruitless and wasteful expenditure are correctly captured in the financial statements and records.</p> <p>(c) Provisions of Treasury Regulations will be adhered to.</p>
PROPAC: 22 June 2006 Resolution 87/2005	Policy for granting overseas study assistance	No overseas study assistance was granted to any official in the Department of the Premier. It is not envisaged that such assistance will be granted to any official in the foreseeable future, but should the situation arise, due regard will be given to any existing policy.





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Reference to PROPAC resolution	Subject	Progress made on PROPAC resolution
PROPAC: 22 June 2006 Resolution 88/2005	Thefts and losses	<ol style="list-style-type: none"> 1. The department always insists on a case number to be recorded in its lost control register when a loss or damage is reported by any official in the department. 2. The following measures are applied in the Department of the Premier to safeguard Government assets: <ul style="list-style-type: none"> ❖ The Department implemented a system to ensure that all assets of the Department have a unique numbering and a bar-code. ❖ Procedures are in place to monitor the movement of assets between different sections and programmes. ❖ A Departmental Security Committee was appointed to engage and advise the Head of the Department regarding security and a policy is being developed. ❖ The Department has worked with the Department of Public Works, Roads and Transport that control access to the Lebohang Building to implement an Asset Removal Permit System in the building to prevent thefts and losses from the building
PROPAC: 22 June 2006 Resolution 89/2005	Late payment of creditors	<p>The following measures are applied in the Department of the Premier to ensure that payments to creditors are effected within the 30-day period and in terms of Treasury Regulation 8.2.3:</p> <ul style="list-style-type: none"> ❖ The Department uses the LOGIS system to effect payments to all creditors and the system allows the Department to monitor all official orders issued, trace all orders issued and which payments have not been effected and to investigate and finalise the transactions. ❖ Over and above that the Department has initiated a regular reporting system (weekly) to enable outstanding orders to be tracked and reported on. All payments were done in even less than 30 days on a continuous basis.
PROPAC: 22 June 2006 Resolution 89/2005	Purchasing of vehicles for Members of the Executive Committee	The official vehicle of the Premier was procured within the relevant provisions and the purchase price did not exceed the amount prescribed in the handbook for Members of the Executive and Presiding Officers.

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**REPORT OF THE ACCOUNTING OFFICER
for the year ended 31 March 2007**



Reference to PROPAC resolution	Subject	Progress made on PROPAC resolution
PROPAC: 22 June 2006 Resolution 89/2005	Directives received from Members of the Executive Council	The provisions of Section 64 of the PFMA are duly observed when any directive with financial implications from the Premier is received.
PROPAC: 20 Sept. 2006 Resolution 18/2006	Feedback on the implementation of resolutions	Progress reports on the resolutions can only be provided on the response to the resolution as formulated by the Executive Council of the Free State Provincial Government.
PROPAC: 20 Sept. 2006 Resolution 19/2006	Feedback to resolutions - Accounting Officers invited to attend sittings	The resolution will be complied with by the Accounting Officer of the Department of the Premier.
PROPAC: 01 Dec. 2006 Resolution 26/2006	Outstanding replies to resolutions	<ul style="list-style-type: none"> • Resolution 18/2003 - Agri-Eco transfer of immovable property The progress report is pending from the Administrators of Agri-Eco. • Resolution 35/2004 - Review provincial bursaries The Human Resource Management and Development Strategy (HRMDS) of the Free State Provincial Government has been finalised and approved by the Executive Council. The HRMDS will form the basis of the review of the provincial bursary policy. Some work has already commenced towards the review of the existing bursary policy. • Resolution 2/2005 (3) Irregular expenditure / Overtime policy An overtime policy for the Department has been approved and implemented. • (4) Premier's Economic Advisory Council (PEAC) The final audited financial statements of the PEAC has been received and will be forwarded to the Auditor General. • Resolution 85/2005 - Qualifications and experience of accounting officer and Chief Financial Officer The qualifications and experience of the Accounting Officer and Chief Financial Officer was submitted to the Public Accounts Committee.

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**REPORT OF THE ACCOUNTING OFFICER
for the year ended 31 March 2007**

Reference to PROPAC resolution	Subject	Progress made on PROPAC resolution
PROPAC: 01 Dec. 2006 Resolution 50/2006	Intergovern- mental receivables and payables	The Department of the Premier noted the resolution of the Legislature regarding intergovernmental receivables and payables.
PROPAC: 01 Dec. 2006 Resolution 51/2006	Strategic Plans	The Department of the Premier noted the resolution of the Legislature. Measures have already been implemented by the Department of the Premier to deal with the recommendations of the Committee.
PROPAC: 01 Dec. 2006 Resolution 52/2006	Availability of Accounting Officers and Senior Management during the audit process	Specific measures are agreed upon each year with the Auditor General on the management of the relationship between the Department of the Premier and the Office of the Auditor General during the audit processes. These measures have been successfully implemented.
PROPAC: 01 Dec. 2006 Resolution 53/2006	Performance Agreements of Accounting Officers of Municipalities and Provincial Departments	Financial management is one of the compulsory core management criteria in the Performance Agreements of Heads of Department of which correct financial statements, reflecting the extent of financial management, is an indispensable part.



**DR. MC NWAILA
DIRECTOR GENERAL**

Date: 31 July 2007

**FREE STATE DEPARTMENT OF THE PREMIER
VOTE 1**

**REPORT OF THE AUDITOR-GENERAL
for the year ended 31 March 2007**

**REPORT OF THE AUDITOR-GENERAL TO THE FREE STATE LEGISLATURE ON
THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION OF VOTE 1 -
DEPARTMENT OF THE PREMIER FOR THE YEAR ENDED 31 MARCH 2007**

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Department of the Premier which comprise the statement of financial position as at 31 March 2007, appropriation statement, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 84 to 126.

Responsibility of the accounting officer for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the modified cash basis of accounting determined by the National Treasury, as set out in accounting policy 1.1 to the financial statements and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA). This responsibility includes:
 - designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error
 - selecting and applying appropriate accounting policies
 - making accounting estimates that are reasonable in the circumstances.

Responsibility of the Auditor-General

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing and *General Notice 647 of 2007*, issued in *Government Gazette No. 29919 of 25 May 2007*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
6. An audit also includes evaluating the:
 - appropriateness of accounting policies used
 - reasonableness of accounting estimates made by management
 - overall presentation of the financial statements.



**FREE STATE DEPARTMENT OF THE PREMIER
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**REPORT OF THE AUDITOR-GENERAL
for the year ended 31 March 2007**

7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis of accounting

8. The department's policy is to prepare financial statements on the modified cash basis of accounting determined by the National Treasury, as set out in accounting policy 1.1 to the financial statements.

Opinion

9. In my opinion the financial statements present fairly, in all material respects, the financial position of the Department of the Premier as at 31 March 2007 and its financial performance and cash flows for the year then ended, in accordance with the modified cash basis of accounting determined by the National Treasury, as set out in accounting policy 1.1 to the financial statements, and in the manner required by the PFMA.

OTHER MATTERS

I draw attention to the following matters that are ancillary to my responsibilities in the audit of the financial statements:

Material non-compliance with applicable legislation

10. Treasury Regulations, 2005
- a) Contrary to paragraph 15.5.1 of the Treasury Regulations, 2005, the department did not pay all revenue received exceeding R500 into its Paymaster-General account on a daily basis.
- b) The strategic plan for the years 2006-07 to 2008-09 did not comply with paragraph 5.2.2 of the Treasury Regulations, 2005, as it did not include:
- details of proposed acquisitions of fixed or movable capital assets, rehabilitation and maintenance of physical assets
 - details of proposed acquisitions of financial assets and plans for the management of financial assets and liabilities or
 - multi-year projections of income.

Delay in finalisation of audit

11. Due to the national public sector strike action during June 2007 the Auditor-General had to delay the finalisation of affected departments. As a result, the Auditor-General's consistency review process of the audit reports could only be conducted subsequent to 31 July 2007, the consequence of which was a delay in the finalisation of the audit of this department for the 2006-07 financial year.

OTHER REPORTING RESPONSIBILITIES

Reporting on performance information

12. I have audited the performance information as set out on pages 21 to 67.

Responsibilities of the accounting officer

13. The accounting officer has additional responsibilities as required by section 40(3)(a) of the PFMA to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the department.

FREE STATE DEPARTMENT OF THE PREMIER
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REPORT OF THE AUDITOR-GENERAL
for the year ended 31 March 2007



Responsibility of the Auditor-General

14. I conducted my engagement in accordance with section 13 of the Public Audit Act, 2004 (Act No. 25 of 2004) read with *General Notice 646 of 2007*, issued in *Government Gazette No. 29919 of 25 May 2007*.
15. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.
16. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the audit findings reported below.

Audit findings

Lack of reporting on all predetermined objectives in annual report

17. Draw attention to the fact that the department has not reported on all the predetermined objectives as required by section 40(3)(a) of the PFMA.
The following objectives according to the strategic plan were not achieved and no detailed explanations were provided in the annual report for not achieving the planned objectives:
 - a) Monitor the implementation of the executive council and forum of heads of departments
 - b) Conduct advocacy programmes on equity and equality, lobby and raise awareness
 - c) Develop and distribute advocacy information or material with regard to special programmes and ensure accessibility to stakeholders
 - d) Develop education material per quarter, contribute to publication and develop user-friendly fact sheets for deaf people

Objectives reported in the annual report, but not predetermined as per the strategic plan

18. I draw attention to the fact that the department reported on the objective, Imbizo focus week held as approved by the executive council, in the annual report, although it was not included as a predetermined objective in the strategic plan.

APPRECIATION

19. The assistance rendered by the staff of the Department of the Premier during the audit is sincerely appreciated.

S. Cele

S Cele for Auditor-General

Bloemfontein

31 August 2007



AUDITOR - GENERAL

**FREE STATE DEPARTMENT OF THE PREMIER
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**ACCOUNTING POLICIES
for the year ended 31 March 2007**

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, 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, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 2 of 2006.

1. Presentation of the Financial Statements

1.1 Basis of preparation

The Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items.

1.2 Presentation currency

All amounts have been presented in the currency of the South African Rand (R), which is also the functional currency of the department.

1.3 Rounding

Unless otherwise stated all financial figures have been rounded to the nearest one thousand Rand (R'000).

1.4 Comparative figures

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.

1.5 Comparative figures - Appropriation Statement

A comparison between actual amounts and final appropriation per major classification of expenditure is included in the appropriation statement.

2. Revenue

2.1 Appropriated funds

Appropriated and adjusted appropriated funds are recognised in the financial records on the date the appropriation becomes effective. Adjustments to the appropriated funds made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.

Total appropriated funds are presented in the statement of financial performance.

Unexpended appropriated funds are surrendered to the Provincial Revenue Fund. Amounts owing to the Provincial Revenue Fund at the end of the financial year are recognised in the statement of financial position.

2.2 Departmental revenue

All departmental revenue is paid into the Provincial Revenue Fund when received, unless otherwise stated. Amounts owing to the Provincial Revenue Fund at the end of the financial year are recognised in the statement of financial position. Amounts receivable at the reporting date are disclosed in the disclosure notes to the annual financial statements.

**FREE STATE DEPARTMENT OF THE PREMIER
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**ACCOUNTING POLICIES
for the year ended 31 March 2007**



2.2.1 Sales of goods and services other than capital assets

The proceeds received from the sale of goods and/or the provision of services are recognised in the statement of financial performance when the cash is received.

2.2.2 Interest, dividends and rent on land

Interest, dividends and rent on land are recognised in the statement of financial performance when the cash is received.

2.2.3 Sale of capital assets

The proceeds received on sale of capital assets are recognised in the statement of financial performance when the cash is received.

2.2.4 Financial transactions in assets and liabilities

Repayments of loans and advances previously extended to employees and public corporations for policy purposes are recognised as revenue in the statement of financial performance on receipt of the funds.

Cheques issued in previous accounting periods that expire before being banked are recognised as revenue in the statement of financial performance when the cheque becomes stale. When the cheque is reissued the payment is made from Revenue.

Forex gains are recognised on payment of funds.

2.2.5 Gifts, donations and sponsorships (transfers received)

All cash gifts, donations and sponsorships are paid into the Provincial Revenue Fund and recorded as revenue in the statement of financial performance when received. Amounts receivable at the reporting date are disclosed in the disclosure notes to the financial statements.

All in-kind gifts, donations and sponsorships are disclosed at fair value in the Annexures to the financial statements.

2.3 Local and foreign aid assistance

Local and foreign aid assistance are recognised as revenue when the department directly receives the cash from the donor(s).

All in-kind local and foreign aid assistance are disclosed at fair value in the Annexures to the annual financial statements.

The cash payments made during the year relating to local and foreign aid assistance projects are recognised as expenditure in the statement of financial performance. The value of the assistance expensed prior to the receipt of the funds is recognised as a receivable in the statement of financial position.

Inappropriately expensed amounts using local and foreign aid assistance and any unutilised amounts are recognised as payables in the statement of financial position.

3. Expenditure

3.1 Compensation of employees

Salaries and wages comprise payments to employees. Salaries and wages are recognised as an expense in the statement of financial performance when the final

**FREE STATE DEPARTMENT OF THE PREMIER
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**ACCOUNTING POLICIES
for the year ended 31 March 2007**

authorisation for payment is effected on the system (by no later than 31 March of each year).

All other payments are classified as current expense.

Social contributions include the employer's contribution to social insurance schemes paid on behalf of the employee. Social contributions are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system.

3.1.1 Short term employee benefits

Short term employee benefits comprise of leave entitlements (including capped leave), thirteenth cheques and performance bonuses. The cost of short-term employee benefits is expensed as salaries and wages in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts are not recognised in the statement of financial performance.

3.1.2 Long-term employee benefits

3.1.2.1 Termination benefits

Termination benefits such as severance packages are recognised as an expense in the statement of financial performance as a transfer (to households) when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

3.1.2.2 Post employment retirement benefits

The department provides retirement benefits (pension benefits) for certain of its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when the final authorisation for payment to the fund is effected on the system (by no later than 31 March of each year). No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the Provincial Revenue Fund and not in the financial statements of the employer department.

The department provides medical benefits for certain of its employees. Employer contributions to the medical funds are expensed when the final authorisation for payment to the fund is effected on the system (by no later than 31 March of each year).

3.2 Goods and services

Payments made for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). The expense is classified as capital if the goods and services were used for a capital project or an asset of R5 000.00 or more is purchased. All assets costing less than R5 000.00 will also be reflected under goods and services.

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**ACCOUNTING POLICIES
for the year ended 31 March 2007**



3.3 Financial transactions in assets and liabilities

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or under-spending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but amounts are disclosed as a disclosure note.

All other losses are recognised when authorisation has been granted for the recognition thereof.

3.4 Unauthorised expenditure

When discovered, unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is either approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

Unauthorised expenditure, approved with funding, is recognised in the statement of financial performance when the unauthorised expenditure is approved and the related funds are received. Where the amount is approved without funding it is recognised as expenditure, subject to availability of savings, in the statement of financial performance on the date of approval.

3.5 Irregular expenditure

Irregular expenditure is recognised as expenditure in the statement of financial performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

3.6 Transfers and subsidies

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

3.7 Expenditure for capital assets

Payments made for capital assets are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year)

4. Assets

4.1 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost.

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.

4.2 Prepayments and advances

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made.

4.3 Receivables

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party.

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**ACCOUNTING POLICIES
for the year ended 31 March 2007**

Revenue receivable not yet collected is included in the disclosure notes. Amounts that are potentially irrecoverable are included in the disclosure notes.

4.4 Inventory

Inventories purchased during the financial year are disclosed at cost in the notes.

4.5 Capital assets

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the capital asset may be stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at R1.

Disclosure Notes 28 and 29 reflect the total movement in the asset register for the current financial year.

5. Liabilities

5.1 Payables

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are recognised at historical cost in the statement of financial position.

5.2 Lease commitments

Lease commitments represent amounts owing from the reporting date to the end of the lease contract. These commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance, but are included in the disclosure notes.

Operating and finance lease commitments are expensed when the payments are made. Assets acquired in terms of finance lease agreements are disclosed in the disclosure notes to the financial statements.

5.3 Accruals

Accruals represent goods/services that have been received, but where no invoice has been received from the supplier at the reporting date, or where an invoice has been received but final authorisation for payment has not been effected on the system.

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance, but are included in the disclosure notes.

5.4 Contingent liabilities

A contingent liability 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 wholly within the control of the department; or

A contingent liability is a present obligation that arises from past events but is not recognised because:

- It is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- The amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are included in the disclosure notes.

**FREE STATE DEPARTMENT OF THE PREMIER
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**ACCOUNTING POLICIES
for the year ended 31 March 2007**



5.5 Commitments

Commitments represent goods/services that have been approved and/or contracted, but where no delivery has taken place at the reporting date.

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

6. Net Assets

6.1 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year.

7. Related party transactions

Related parties are departments that control or significantly influence entities in making financial and operating decisions. Specific information with regards to related party transactions is included in the disclosure notes.

8. Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department.

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.





FREE STATE DEPARTMENT OF THE PREMIER VOTE 1

APPROPRIATION STATEMENT for the year ended 31 March 2007

Appropriation per programme									
	Adjusted appropriation	Shifting of funds	Virement	2006/07				2005/06	
				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
1. Administration									
Current payment	24,695	(21)	1072	25,746	25,801	(55)	100.2%	33,936	33,432
Transfers and subsidies	13	-	-	13	49	(36)	376.9%	128	184
Payment for capital assets	232	21	-	253	161	92	63.6%	354	385
2. Corporate Support									
Current payment	33,410	(485)	-	32,925	34,424	(1,499)	104.6%	28,441	26,627
Transfers and subsidies	62	485	-	547	545	2	99.6%	122	104
Payment for capital assets	233	-	-	233	194	39	83.3%	475	746
3. Policy and Governance									
Current payment	26,382	(22)	(1,072)	25,288	25,789	(501)	102.0%	13,779	13,054
Transfers and subsidies	9,266	-	-	9,266	9,272	(6)	100.1%	9,568	9,559
Payment for capital assets	563	22	-	585	333	252	56.9%	396	307
4. Special Function									
Current payment	-	-	-	-	516	(516)	0.0%	-	1,701
Subtotal	94,856	-	-	94,856	97,084	(2,228)	102.3%	87,199	86,099
Statutory Appropriation	-	-	-	-	-	-	-	-	-
TOTAL	94,856	-	-	94,856		(2,228)	102.3%	87,199	
Reconciliation with Statement of Financial Performance									
Add:									
Local and foreign aid assistance received				7,854				-	
Actual amounts per Statements of Financial Performance (Total revenue)				102,710				87,199	
Add:									
Local and foreign aid assistance					228				
Actual amounts per Statements of Financial Performance (Total expenditure)					97,312				86,099

**FREE STATE DEPARTMENT OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2007**



Appropriation per economic classification									
	Adjusted appropriation	Shifting of funds	Virement	2006/07				2005/06	
				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									
Compensation of employees	59,563	(1,333)	(1,072)	57,158	56,642	516	99.1%	50,110	48,692
Goods and services	24,924	805	1,072	26,801	29,372	(2,571)	109.6%	26,046	24,421
Financial transactions in assets and liabilities	-	-	-	-	516	(516)	0.0%	-	1,701
Transfers and subsidies									
Provinces and municipalities	47	-	-	47	47	-	100.0%	201	175
Departmental agencies and accounts	9,252	-	-	9,252	9,252	-	100.0%	9,531	9,531
Households	42	485	-	527	567	(40)	107.6%	86	141
Payments for capital assets									
Machinery and equipment	1,028	43	-	1,071	688	383	64.2%	1,162	1,295
Software and other intangible assets	-	-	-	-	-	-	-	63	143
Total	94,856	-	-	94,856	97,084	(2,228)	102.3%	87,199	86,099



FREE STATE DEPARTMENT OF THE PREMIER VOTE 1

DETAIL PER PROGRAMME 1 - ADMINISTRATION for the year ended 31 March 2007

Programme per subprogramme	2006/07							2005/06	
	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
1.1 Premier Support									
Current payment	6,832	168	546	7,546	7,613	(67)	100.9%	8,033	7,780
Transfers and subsidies	3	-	-	3	3	-	100.0%	15	16
Payment for capital assets	6	-	-	6	5	1	83.3%	-	-
1.2 Executive Council Support									
Current payment	2,584	(136)	-	2,448	2,416	32	98.7%	2,317	2,276
Transfers and subsidies	2	-	-	2	35	(33)	1,750.0%	10	6
Payment for capital assets	23	-	-	23	20	3	87.0%	10	49
1.3 Director General									
Current payment	5,671	42	526	6,239	6,259	(20)	100.3%	10,168	9,982
Transfers and subsidies	3	-	-	3	3	-	100.0%	22	39
Payment for capital assets	203	-	-	203	63	140	31.0%	179	195
1.4 Financial Management									
Current payment	9,608	(95)	-	9,513	9,513	-	100.0%	13,418	13,394
Transfers and subsidies	5	-	-	5	8	(3)	160.0%	81	123
Payment for capital assets	-	21	-	21	73	(52)	347.6%	165	141
TOTAL	24,940	-	1,072	26,012	26,011	1	100.0%	34,418	34,001

Economic classification	2006/07							2005/06	
	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 payment									
Compensation of employees	16,034	-	395	16,429	16,430	(1)	100.0%	22,055	21,479
Goods and services	8,661	(21)	677	9,317	9,371	(54)	100.6%	11,881	11,953
Transfers and subsidies to:									
Provinces and municipalities	13	-	-	13	12	1	92.3%	83	75
Households	-	-	-	-	37	(37)	0.0%	45	109
Payment for capital assets									
Machinery and equipment	232	21	-	253	161	92	63.6%	354	385
Total	24,940	-	1,072	26,012	26,011	1	100.0%	34,418	34,001

**FREE STATE DEPARTMENT OF THE PREMIER
VOTE 1**

**DETAIL PER PROGRAMME 2 - CORPORATE SUPPORT
for the year ended 31 March 2007**

Programme per subprogramme	2006/07							2005/06	
	Adjusted appropriation	Shifting of funds	Virement	Final appropriation	Actual expenditure	Variance	Expenditure as % of final appropriation	Final appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
2.1 Strategic Human Resources									
Current payment	18,191	(719)	45	17,517	17,384	133	99.2%	13,864	12,236
Transfers and subsidies	12	474	-	486	485	1	99.8%	44	38
Payment for capital assets	108	-	-	108	98	10	90.7%	212	434
2.2 Information Communication Technology									
Current payment	6,508	314	-	6,822	6,856	(34)	100.5%	5,667	5,598
Transfers and subsidies	20	11	-	31	31	-	100.0%	9	10
Payment for capital assets	14	-	-	14	39	(25)	278.6%	139	188
2.3 Legal Services									
Current payment	2,212	(45)	(45)	2,122	1,994	128	94.0%	1,931	1,809
Transfers and subsidies	1	-	-	1	1	-	100.0%	6	6
Payment for capital assets	111	-	-	111	43	68	38.7%	-	-
2.4 Communication Services									
Current payment	6,499	(35)	-	6,464	8,190	(1,726)	126.7%	6,979	6,984
Transfers and subsidies	29	-	-	29	28	1	96.6%	63	50
Payment for capital assets	-	-	-	-	14	(14)	0.0%	124	124
TOTAL	33,705	-	-	33,705	35,163	(1,458)	104.3%	29,038	27,477

Economic classification	2006/07							2005/06	
	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 payment									
Compensation of employees	24,638	(781)	(395)	23,462	22,993	469	98.0%	18,853	18,471
Goods and services	8,772	296	395	9,463	11,431	(1,968)	120.8%	9,588	8,156
Transfers and subsidies to:									
Provinces and municipalities	20	-	-	20	20	-	100.0%	81	72
Households	42	485	-	527	525	2	99.6%	41	32
Payment for capital assets									
Machinery and equipment	233	-	-	233	194	39	83.3%	412	672
Software and other intangible assets	-	-	-	-	-	-	-	63	74
Total	33,705	-	-	33,705	35,163	(1,458)	104.3%	29,038	27,477





FREE STATE DEPARTMENT OF THE PREMIER VOTE 1

DETAIL PER PROGRAMME 3 - POLICY AND GOVERNANCE for the year ended 31 March 2007

Programme per subprogramme	2006/07							2005/06	
	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
3.1 Human Rights									
Current payment	8,774	725	(395)	9,104	6,909	2,194	75.9%	3,823	3,779
Transfers and subsidies	9,256	-	-	9,256	9,256	-	100.0%	8,838	8,836
Payment for capital assets	404	-	-	404	15	389	3.7%	135	116
3.2 Intergovernmental Relations									
Current payment	2,997	50	-	3,047	3,335	(288)	109.5%	2,287	2,076
Transfers and subsidies	2	-	-	2	1	1	50.0%	8	4
Payment for capital assets	-	-	-	-	-	-	-	35	35
3.3 Provincial Policy Management									
Current payment	14,611	(797)	(677)	13,137	15,545	(2,408)	118.3%	7,669	7,199
Transfers and subsidies	8	-	-	8	15	(7)	187.5%	722	719
Payment for capital assets	159	22	-	181	318	(137)	175.7%	226	156
TOTAL	36,211	-	(1,072)	35,139	35,394	(252)	100.7%	23,743	22,920

Economic classification	2006/07							2005/06	
	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 payment									
Compensation of employees	18,891	(552)	(1,072)	17,267	17,219	48	99.7%	9,202	8,742
Goods and services	7,491	530	-	8,021	8,570	(549)	106.8%	4,577	4,312
Transfers and subsidies to:									
Provinces and municipalities	14	-	-	14	15	(1)	107.1%	37	28
Departmental agencies and accounts	9,252	-	-	9,252	9,252	-	100.0%	9,531	9,531
Households	-	-	-	-	5	(5)	0.0%	-	-
Payment for capital assets									
Machinery and equipment	563	22	-	585	333	252	56.9%	396	238
Software and other intangible assets	-	-	-	-	-	-	-	-	69
Total	36,211	-	(1,072)	35,139	35,394	(252)	100.7%	23,743	22,920

**FREE STATE DEPARTMENT OF THE PREMIER
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**DETAIL PER PROGRAMME 4 - SPECIAL FUNCTION
for the year ended 31 March 2007**

Programme per subprogramme	2006/07							2005/06	
	Adjusted	Shifting of	Virement	Final	Actual	Variance	Expenditure	Final	Actual
	appropriation R'000	funds R'000	R'000	appropriation R'000	expenditure R'000	R'000	as % of final appropriation %	appropriation R'000	expenditure R'000
4.1 Administration									
Current payment	-	-	-	-	516	(516)	0.0%	-	1,701
TOTAL	-	-	-	-	516	(516)	0.0%	-	1,701

Economic Classification	2006/07							2005/06	
	Adjusted	Shifting of	Virement	Final	Actual	Variance	Expenditure	Final	Actual
	appropriation R'000	funds R'000	R'000	appropriation R'000	expenditure R'000	R'000	as % of final appropriation %	appropriation R'000	expenditure R'000
Current payment									
Financial transactions in assets and liabilities	-	-	-	-	516	(516)	0.0%	-	1,701
Total	-	-	-	-	516	(516)	0.0%	-	1,701



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**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2007**

1. **Detail of transfers and subsidies as per Appropriation Act (after Virement):**
Detail of these transactions can be viewed in Note 7 (Transfers and subsidies) and Annexure 1(A-C) 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 financial transactions in assets and liabilities**
Detail of these transactions per programme can be viewed in Note 6 (Financial transactions in assets and liabilities) to the Annual Financial Statements.

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

4.1 Per Programme	Final appropriation R'000	Actual expenditure R'000	Variance R'000 R'000	Variance as a % of final appropriation %
Administration	26,012	26,011	1	0.0%

The variance in this programme is insignificant.

Corporate Support	33,705	35,163	(1,458)	-4.3%
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The overspending in this programme is due to unavoidable operational expenses.

Policy and Governance	35,139	35,394	(255)	-0.7%
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The variance in this programme is insignificant.

Special Function	-	516	(516)	0.0%
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Due to the unforeseen write-off of irrecoverable debts and the principle of not budgeting for bad debts.

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**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2007**



4.2 Per Economic classification	2006/07 R'000	2005/06 R'000
Current expenditure:		
Compensation of employees	516	1,418
The variance is due to posts not filled during the year and filled posts that became vacant during the year which resulted in a saving.		
Goods and services	(2,571)	1,625
The overspending in this programme is due to unavoidable operational expenses.		
Financial transactions in assets and liabilities	(516)	(1,701)
The variance is due to the unforeseen write-off of irrecoverable debts and the principle of not budgeting for bad debts.		
Transfers and subsidies:		
Provinces and municipalities	-	26
Households (40) (55)		
The variance is due to the unforeseen expenditure with regard to leave gratuity of officials who left the service during the year.		
Payments for capital assets:		
Machinery and equipment	383	(133)
The purchase of capital equipment was delayed because the posts for which the equipment was earmarked, were not filled during the year. According to the information technology policy the department may not buy equipment for a particular post while that post is vacant.		
Software and other intangible assets	-	(80)

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**STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2007**

	<i>Note</i>	2006/07 R'000	2005/06 R'000
REVENUE			
Annual appropriation	1	94,856	87,199
Local and foreign aid assistance	3	7,854	-
TOTAL REVENUE		102,710	87,199
EXPENDITURE			
Current expenditure			
Compensation of employees	4	56,642	48,692
Goods and services	5	29,372	24,421
Financial transactions in assets and liabilities	6	516	1,701
Local and foreign aid assistance	3	228	-
Total current expenditure		86,758	74,814
Transfers and subsidies	7	9,866	9,847
Expenditure for capital assets			
Machinery and equipment	8	688	1,295
Software and other intangible assets	8	-	143
Total expenditure for capital assets		688	1,438
TOTAL EXPENDITURE		97,312	86,099
SURPLUS			
Add back unauthorised expenditure	9	5,398	1,100
		2,613	-
SURPLUS FOR THE YEAR		8,011	1,100
Reconciliation of Surplus for the year			
Voted funds to be surrendered to the revenue fund	13	385	1,100
Local and foreign aid assistance	3	7,626	-
SURPLUS FOR THE YEAR		8,011	1,100

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**STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2007**



	<i>Note</i>	2006/07 R'000	2005/06 R'000
ASSETS			
Current assets		9,238	2,424
Unauthorised expenditure	9	2,613	-
Cash and cash equivalents	10	5,136	223
Prepayments and advances	11	22	131
Receivables	12	1,467	2,070
TOTAL ASSETS		9,238	2,424
LIABILITIES			
Current liabilities		8,897	1,914
Voted funds to be surrendered to the Revenue Fund	13	385	1,100
Departmental revenue to be surrendered to the Revenue Fund	14	869	807
Payables	15	17	7
Local and foreign aid assistance unutilised	3	7,626	-
TOTAL LIABILITIES		8,897	1,914
NET ASSETS		341	510
Represented by:			
Recoverable revenue		341	510
TOTAL		341	510



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**STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2007**

	<i>Note</i>	2006/07 R'000	2005/06 R'000
Recoverable revenue			
Opening balance		510	1,025
Transfers		(169)	(515)
Irrecoverable amounts written off	6.5	(64)	(546)
Debts recovered (included in departmental revenue)		(288)	(114)
Debts raised		183	145
Closing balance		341	510
TOTAL		341	510

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**CASH FLOW STATEMENT
for the year ended 31 March 2007**

	Note	2006/07 R'000	2005/06 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		104,808	89,292
Annual appropriated funds received	1.1	94,856	87,199
Departmental revenue received		2,098	2,093
Local and foreign aid assistance received	3	7,854	-
Net (increase)/decrease in working capital		(1,891)	4,488
Surrendered to Revenue Fund		(3,136)	(6,236)
Current payments		(86,758)	(74,814)
Unauthorised expenditure - Current year		2,613	-
Transfers and subsidies paid		(9,866)	(9,847)
Net cash flow available from operating activities	16	5,770	2,883
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets		(688)	(1,438)
Proceeds from sale of capital assets	2	-	1
Net cash flows from investing activities		(688)	(1,437)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(169)	(515)
Net cash flows from financing activities		(169)	(515)
Net increase/(decrease) in cash and cash equivalents		4,913	931
Cash and cash equivalents at the beginning of the period		223	(708)
Cash and cash equivalents at end of period	17	5,136	223



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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**

1. Annual Appropriation

1.1 Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act.

	Final appropriation R'000	Actual funds received R'000	Funds not requested/ not received R'000	Appropriation received 2005/06 R'000
Administration	26,012	26,012	-	34,418
Corporate Support	33,705	33,705	-	29,038
Policy and Governance	35,139	35,139	-	23,743
Total	94,856	94,856	-	87,199

2. Departmental revenue to be surrendered to revenue fund

Description

(Specify material amounts separately)

	Note	2006/07	2005/06
Tax revenue			
Sales of goods and services other than capital assets	2.1	1,135	1,260
Interest, dividends and rent on land	2.2	86	157
Sales of capital assets	2.3	-	1
Financial transactions in assets and liabilities	2.4	394	666
Transfer received	2.5	483	10
Total revenue collected		2,098	2,094
Less: Departmental Revenue Budgeted	14	2,098	2,094
Departmental revenue collected		-	-

The comparative figure for Departmental revenue budgeted has been restated to be comparable with the current year's figures.

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	1,129	1,257
Administrative fees	67	63
Other sales	1,062	1,194
Sales of scrap, waste and other used current goods	6	3
Total	1,135	1,260

**FREE STATE DEPARTMENT OF THE PREMIER
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**



2.2 Interest, dividends and rent on land and buildings

Interest	86	157
Total	86	157

2.3 Sale of capital assets

	2006/07	2005/06
Other capital assets	-	1
Total	-	1

**2.4 Financial transactions in assets and liabilities
Nature of recovery**

Stale cheques written back	4	2
Other Receipts including Recoverable Revenue	390	664
Total	394	666

2.5 Transfers received

Public corporations and private enterprises	483	10
Total	483	10

3. Local and foreign aid assistance

3.1 Assistance received in cash from RDP

Foreign

Opening Balance	-	
Revenue	7,854	-
Expenditure	228	-
Current	228	-
Closing Balance	7,626	-

Total assistance

Opening Balance	-	-
Revenue	7,854	-
Expenditure	228	-
Current	228	-
Closing Balance	7,626	-

Analysis of balance

Local and foreign aid unutilised	7,626	-
Closing balance	7,626	-



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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**

4. Compensation of employees

4.1 Salaries and Wages

	2006/07	2005/06
Basic salary	39,186	33,059
Performance award	477	575
Service Based	96	126
Compensative/circumstantial	674	1,182
Other non-pensionable allowances	8,589	7,021
Total	49,022	41,963

4.2 Social contributions

4.2.1 Employer contributions

Pension	5,138	4,324
Medical	2,473	2,396
Bargaining council	9	8
Insurance	-	1
Total	7,620	6,729

Total compensation of employees

56,642	48,692
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Average number of employees

278	279
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5. Goods and services

Advertising		1,798	2,096
Attendance fees (including registration fees)		27	878
Bank charges and card fees		31	41
Bursaries (employees)		113	1,051
Catering		2,998	-
Communication		3,006	2,493
Computer services		737	305
Consultants, contractors and special services		1,852	649
Courier and delivery services		33	26
Drivers' licences and permits		2	6
Entertainment		-	1,661
External audit fees	5.1	1,178	1,947
Equipment less than R5000		943	1,047
Inventory	5.2	1,341	1,066
Legal fees		230	734
Maintenance, repairs and running costs		112	156
Leases		3,874	2,877
Plant flowers and other decorations		141	48

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**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2007**



		2006/07	2005/06
Printing and publications		1,938	890
Professional bodies and membership fees		2	10
Resettlement costs		175	133
Subscriptions		12	48
Owned leasehold property expenditure		3	58
Translations and transcriptions		6	14
Travel and subsistence	5.3	7,342	5,836
Venues and facilities		1,764	226
Protective, special clothing & uniforms		7	24
Training & staff development		(293)	101
Total		29,372	24,421
5.1 External audit fees			
Regulatory audits		1,178	1,947
Total		1,178	1,947
5.2 Inventory			
Domestic consumables		26	-
Food and food supplies		44	56
Fuel and oil		-	3
Other consumables		1	1
Stationery and printing		1,270	1,006
Total		1,341	1,066
5.3 Travel and subsistence			
Local		4,347	4,196
Foreign		2,995	1,640
Total		7,342	5,836
6. Financial transactions in assets and liabilities			
Material losses through criminal conduct		323	-
- Theft	6.4	29	-
- Other material losses	6.1	294	-
Other material losses written off	6.2	5	783
Debts written off	6.3	188	918
Total		516	1,701

**FREE STATE DEPARTMENT OF THE PREMIER
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**

6.1 Other material losses

	2006/07	2005/06
Other material losses		
Incident		
Disciplinary steps taken/ Criminal proceedings		
Fraudulent cashed cheques	294	-
Total	294	-

6.2 Other material losses written off

Nature of losses		
Irrecoverable interdepartmental claim	-	783
Write-off of damaged cellphones	5	-
Total	5	783

6.3 Debts written off

Nature of debts written off		
Transfer to debts written off		
Irrecoverable debts written off	188	918
Total	188	918

6.4 Detail of theft

Detail of theft		
Cellphones and computer theft	29	-
Total	29	-

6.5 Irrecoverable amounts written off

(Total not included above)		
Receivables written off	64	546
Irrecoverable bursary debt	64	546
Total	64	546

All debts written off in terms of the debtors management procedure and write-off policy

7. Transfers and subsidies

	Note		
Provinces and municipalities	Annexure 1A,	47	175
Departmental agencies and accounts	Annexure 1B	9,252	9,531
Households	Annexure 1C	567	141
Total		9,866	9,847

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**



8. Expenditure for capital assets

Machinery and equipment	28	688	1,295
Software and other intangible assets		-	143
Computer software	29	-	143
Total		688	1,438

9. Unauthorised expenditure

9.1 Reconciliation of unauthorised expenditure

Opening balance	-	
Unauthorised expenditure - current year	2,613	-
Unauthorised expenditure awaiting authorisation	2,613	-

9.2 Analysis of Current Unauthorised expenditure

Incident Disciplinary steps taken/criminal proceedings		2006/07
Exceeding the budget No		2,613
Total		2,613

10. Cash and cash equivalents

Consolidated Paymaster General Account	5,122	200
Disbursements	-	9
Cash on hand	14	14
Total	5,136	223

11. Prepayments and advances

Travel and subsistence	22	131
Total	22	131

12. Receivables

	Note	2006/07 Less than one year	2005/06 One to three years	Older than three years	Total	Total
Staff debtors	12.1	377	116	159	652	961
Other debtors	12.2		-	606	606	827
Intergovernmental receivables	Annexure 3	209	-	-	209	282
Total		586	116	765	1,467	2,070

**FREE STATE DEPARTMENT OF THE PREMIER
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**

12.1 Staff debtors

Debtors debt	652	961
Total	652	961

12.2 Other debtors

Fraudulent cashed cheques	690	984
Recoverable revenue: Interest account	(84)	(157)
Total	606	827

13. Voted funds to be surrendered to the Revenue Fund

Opening balance	1,100	4,796
Transfer from Statement of Financial Performance	385	1,100
Paid during the year	(1,100)	(4,796)
Closing balance	385	1,100

14. Departmental revenue to be surrendered to the Revenue Fund

Opening balance		807	153
Departmental revenue budgeted	2	2,098	2,094
Paid during the year		(2,036)	(1,440)
Closing balance		869	807

15. Payables - current

Description	Notes			2006/07	2005/06
		30 Days	30+ Days	2006/07 Total	2005/06 Total
Clearing accounts	15.1	17	-	17	7
Total		17	-	17	7

15.1 Clearing accounts

Income tax	8	7
Pension fund	9	-
Total	17	7

**FREE STATE DEPARTMENT OF THE PREMIER
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**



16. Net cash flow available from operating activities

Net surplus as per Statement of Financial Performance	8,011	1,100
Add back non cash/cash movements not deemed operating activities	(2,241)	1,783
Decrease in receivables - current	603	4,634
(Increase)/decrease in prepayments and advances	109	(22)
Increase in other current assets	(2,613)	-
Increase/(decrease) in payables - current	10	(124)
Proceeds from sale of capital assets	-	(1)
Expenditure on capital assets	688	1,438
Surrenders to Revenue Fund	(3,136)	(6,236)
Other non-cash items	2,098	2,094
Net cash flow available from operating activities	5,770	2,883

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

Consolidated Paymaster General account	5,122	200
Disbursements	-	9
Cash on hand	14	14
Total	5,136	223

**FREE STATE DEPARTMENT OF THE PREMIER
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**DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**

These amounts are not recognised in the Annual Financial Statements and are disclosed to enhance the usefulness of the Annual Financial Statements.

18. Contingent liabilities

		Note	2006/07	2005/06
Liable to	Nature			
Motor vehicle guarantees: Employees	Annexure 2A		227	452
Housing loan guarantees: Employees	Annexure 2A		98	880
Claims against the Department	Annexure 2B		2,647	-
Other departments (interdepartmental unconfirmed balances)	Annexure 4-			18
Total			2,972	1,350

19. Commitments

	2006/07	2005/06
Current expenditure		
Approved and contracted	433	78
Approved but not yet contracted	-	3
	<u>433</u>	<u>81</u>
Capital expenditure		
Approved and contracted	6	146
Approved but not yet contracted	6	146
Total Commitments	439	227

20. Accruals

Listed by economic classification

	30 Days	30+ Days	Total	Total
Goods and services	727	440	1,167	809
Total	727	440	1,167	809

Listed by programme level

Administration	158	138
Corporate Support	670	655
Policy and Governance	339	16
	<u>1,167</u>	<u>809</u>

Confirmed balances with other departments

Annexure 4	162	13
	<u>162</u>	<u>13</u>

The comparative figures have been restated to include the accruals that were not included.

**FREE STATE DEPARTMENT OF THE PREMIER
VOTE 1**

**DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2007**



21. Employee benefits

	2006/07	2005/06
Leave entitlement	850	958
Thirteenth cheque	1,595	1,364
Capped leave commitments	3,765	3,808
Total	6,210	6,130

22. Lease commitments

22.1 Operating leases

	Land	Buildings and other fixed structures	Machinery and equipment	Total
2006/2007				
Not later than 1 year	-	-	778	778
Later than 1 year and not later than 5 years	-	-	306	306
Total present value of lease liabilities	-	-	1 084	1084

	Land	Buildings and other fixed structures	Machinery and equipment	Total
2005/2006				
Not later than 1 year	-	-	2,971	2,971
Later than 1 year and not later than 5 years	-	-	2,151	2,151
Total present value of lease liabilities	-	-	5,122	5,122

22.2 Finance leases

	Land	Buildings and other fixed structures	Machinery and equipment	Total
2006/2007				
Not later than 1 year			28	28
Later than 1 year and not later than 5 years			5	5
Later than five years				
Total present value of lease liabilities			33	33
Analysis				
Condoned			33	33
Not condoned				
Total			33	33

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	Land	Buildings and other fixed structures	Machinery and equipment	Total
2005/2006				
Not later than 1 year			95	95
Later than 1 year and not later than 5 years			22	22
Total present value of lease liabilities			117	117
Analysis				
Condoned			117	117
Total			117	117

23. Receivables for departmental revenue

	2006/07	2005/06
Sales of goods and services other than capital assets	15	11
Total	15	11

24. Irregular expenditure

24.1 Reconciliation of irregular expenditure

Opening balance	45	-
Add: Irregular expenditure - current year	476	45
Less: Amounts condoned	104	-
Current expenditure	104	-
Irregular expenditure awaiting condonement	417	45
Current expenditure	417	45

The comparative figure has been restated to include the irregular expenditure of the previous financial year.

24.1.1 Analysis of awaiting condonement per classification

Current expenditure	417	45
Total	417	45

24.1.2 Analysis of awaiting condonement per age classification

Current year	372	45
Prior year	45	-
Total	417	45

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24.2 Irregular expenditure

Incident	Disciplinary steps taken/ criminal proceedings		
Overtime paid in contravention of paragraph D.2(b) of Part V of the Public Service Regulations, 2001.	No	-	45
Finance leases in terms of Government contract RT 3 of 2003.	No - condoned by the National Treasury	104	-
Expenditure occurred prior to approval granted	No	372	
		<u>476</u>	<u>45</u>

25. Related party transactions

A transfer payment to the amount of R9,252 million was made to the Free State Youth Commission during the reporting period in terms of the Free State Youth Commission Act, 1996 (Act No. 4 of 1996).

26. Key management personnel

	No. of Individuals	2006/07	2005/06
Political office bearers (provide detail below)	1	1,030	930
Officials			
Level 15 to 16	4	3,309	3,426
Level 14 (including CFO if at a lower level)	7	3,256	1,772
Total		<u>7,595</u>	<u>6,128</u>

27. Provisions

Potential irrecoverable debts

Other debtors	690	1,658
Total	<u>690</u>	<u>1,658</u>

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28. Tangible Capital Assets

**MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR
THE YEAR ENDED 31 MARCH 2007**

	Opening balance	Current Year adjustments to prior year balances	Additions	Disposals	Closing balance
	Cost R'000	Cost R'000	Cost R'000	Cost R'000	Cost R'000
MACHINERY AND EQUIPMENT	5,913	(1,000)	688		5,601
Computer equipment	3,526	(785)	328		3,069
Furniture and office equipment	1,937	(100)	360		2,197
Other machinery and equipment	450	(115)	-		335
TOTAL TANGIBLE ASSETS	5,913	(1,000)	688		5,601

The closing balance for computer equipment has been restated to include the disposals during the previous financial year.

**28.1 ADDITIONS TO TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR
THE YEAR ENDED 31 MARCH 2007**

	Cash	Non- cash	(Capital work in progress current costs)	Received current, not paid (Paid current year, received prior year)	Total
	Cost R'000	Fair Value R'000	Cost R'000	Cost R'000	Cost R'000
MACHINERY AND EQUIPMENT	688	-	-	-	688
Computer equipment	328	-	-	-	328
Furniture and office equipment	360	-	-	-	360
TOTAL	688	-	-	-	688

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**28.2 MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR
THE YEAR ENDED 31 MARCH 2006**

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
MACHINERY AND EQUIPMENT	4,468	1,446	1	5,913
Computer equipment	2,263	1,264	1	3,526
Furniture and office equipment	1,796	141	-	1,937
Other machinery and equipment	409	41	-	450
TOTAL TANGIBLE ASSETS	4,468	1,446	1	5,913

The closing balance for computer equipment has been restated to include the disposals during the previous financial year.

29. Intangible Capital Assets

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR
THE YEAR ENDED 31 MARCH 2007**

	Opening balance Disposals	Current year adjust- ments to prior year balances Closing balance			
	Cost R'000	Cost R'000	Cost R'000	Cost R'000	Cost R'000
COMPUTER SOFTWARE	332	(332)	-	-	-
TOTAL INTANGIBLE ASSETS	332	(332)	-	-	-

**29.1 MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR
THE YEAR ENDED 31 MARCH 2006**

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
COMPUTER SOFTWARE	189	143	-	332
TOTAL	189	143	-	332

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ANNEXURE 1A
STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER		SPENT			2005/06
	Amount	Roll overs	Adjustments	Total available	Actual transfer	% of available funds transferred	Amount received by municipality	Amount spent by municipality	% of available funds spent by municipality	Total Available
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	%	R'000
Motheo District Municipality	47	-	-	47	47	100.0%	47	-	-	175
	47	-	-	47	47	100.0%	47	-	-	175

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ANNEXURE 1B
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENT/ AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2005/06
	Adjusted Appropriation Act R'000	Roll overs R'000	Adjustments R'000	Total available R'000	Actual transfer R'000	% of Available funds transferred %	
Free State Youth Commission	9,252	-	-	9,252	9,252	100.0%	8,828
Premier's Economic Advisory Council	-	-	-	-	-	-	703
	9,252	-	-	9,252	9,252	100.0%	9,531



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ANNEXURE 1C
STATEMENT OF TRANSFERS TO HOUSEHOLDS

	TRANSFER ALLOCATION				EXPENDITURE		2005/06
	Adjusted Appropriation Act	Roll overs	Adjustments	Total available	Actual transfer	% of Available funds transferred	
HOUSEHOLDS	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Leave gratuity paid to officials who left the public service	-	-	-	-	-	-	98
Claims against the State	-	-	-	-	-	-	25
Payment as an act of grace	-	-	-	-	-	-	16
Injury on duty	-	-	-	-	-	-	2
Employer social benefit	42	-	485	527	567	107.6%	-
	42	-	485	527	567	107.6%	141



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ANNEXURE 1D
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2006/07	2005/06
		R'000	R'000
Received in cash			
John Williams Motors	Sponsorship of SMS Conference	50	10
Old Mutual	Sponsorship of SMS Conference	10	
Pricewaterhousecoopers	Sponsorship of SMS Conference	228	
Development bank of South Africa (DBSA)	Sponsorship of Free State Growth and Development Strategy	75	
Harmony Gold	Sponsorship for the Launch of Business Centre in Matjhabeng	20	
Sovereign Motors	Sponsorship of SMS Conference	100	
ABSA Bank	Sponsorship of Premier's Gala Dinner	483	10



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ANNEXURE 1E

STATEMENT OF LOCAL AND FOREIGN AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING BALANCE R'000	REVENUE R'000	EXPENDITURE R'000	CLOSING BALANCE R'000
Received in cash					
Flemish Government	Job creation and SMME empowerment	-	7,854	228	7,626
TOTAL		-	7,854	228	7,626



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ANNEXURE 1F

**STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE AND REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE
FOR THE YEAR ENDED 31 MARCH 2007**

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2006/07	2005/06
	R'000	R'000
Paid in cash		
Cash award paid to a disabled person on IDODP-celebration	-	2
	-	2
Paid in kind		
Corporate gifts to guests at the gala dinner after the Premier's State of the Province Address		55
Gifts to children who took part in a poem writing competition		4
Promotional gifts to delegates on SMS Conference		11
Gifts for MEC's, HOD's and Mayors at closing ceremony of Exco	11	-
Premier Excellence Awards	1	-
Gifts given during Premier's visit to the USA	2	-
Gifts to Military Attache's and advisors of African and European Countries	1	-
Cheetah painting to Dr. Likhanyane of ZCC	1	-
Painting to the Chairperson and Deputy Chairperson of the NCOP	9	-
Gifts to foreign visitors at SMS Conference	11	-
Gifts to the members of FOHOD	1	-
Gifts given during Premier's official visit to China	12	-
Farewell gift to Auditor General and Commissioner Landu	1	-
Gift to the President during his visit to the Free State	17	-





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Beaded pins distributed by the Deputy President during the Presidential Imbizo	4	-
Trophies for Sensile Combined School, Hertzogville	4	-
Trophies and medals sponsored by Premier for Kool CAA Promotions	9	-
Gifts given to Canadian officials during an official visit to Canada	1	-
Get well gifts to Proff. Strauss, Ms. Sait and the Matlabe family in Thaba-Nchu	1	-
Wreath for the late Minister of Public Works, Ms Stella Sigcau	1	-
Groceries to the family of a late employee	18	-
Corporate gifts to guests at the gala dinner after the Premier's State of the Province Address	99	-
Funeral cost of late employee	2	-
Corporate gift to delegates at the SMS Conference	59	-
	265	70
TOTAL	265	72

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ANNEXURE 2A
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2007 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2006	Guarantees draw downs during the year	Guarantees repayments/ cancelled/ reduced/ released during the year	Currency revaluations	Closing balance 31 March 2007	Guaranteed interest for year ended 31 March 2007	Realised losses not recoverable
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Motor vehicles									
Standard Bank of SA Ltd		-	207	-	156	-	51	-	-
Standard Bank Vehicle and Asset		-	245	-	69	-	176	-	-
		-	452		225		227		-
Housing									
ABSA		-	343	18	361	-	-	-	-
First Rand Bank Ltd		-	39	32	39	-	32	-	-
First Rand Bank Ltd: First National		-	93	-	75	-	18	-	-
Free State Development Corporation Bank		-	57	33	57	-	33	-	-
Nedbank Ltd		-	34	-	34	-	-	-	-
Old Mutual Bank		-	102	41	143	-	-	-	-
Peoples Bank Ltd		-	46	-	46	-	-	-	-
Peoples Bank Ltd (Former FBC)		-	20	15	20	-	15	-	-
Standard Bank of SA Ltd		-	146	-	146	-	-	-	-
		-	880	139	921	-	98	-	-
		-	1,332	139	1,146	-	325	-	-
Total									



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ANNEXURE 2B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2007

Nature of liability	Opening balance 01/04/2006 R'000	Liabilities incurred during the year R'000	Liabilities paid/cancelled/reduced during the year R'000	Liabilities recoverable(Provide details hereunder) R'000	Closing Balance 31/03/2007 R'000
Claims against the department					
Breach of contract - Minolta	-	2,463	-	-	2,463
Breach of contract – Random Chemicals	-	156	-	-	156
Motor collision - BR Buffel	-	28	-	-	28
SA Revenue Services	-	291	-	291	-
Total	-	2,938	-	291	2,647

ANNEXURE 2B (continued)

Nature of liabilities recoverable	Opening balance 01/04/2006 R'000	Details of liability and recoverability	Movement during year R'000	Closing balance 31/03/2007 R'000
SA Revenue Services		Income tax owing by officials to SARS and which is claimed from the Department	291	291
Total	-		291	291

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**ANNEXURE 3
INTER-GOVERNMENT RECEIVABLES**

Government entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2007	31/03/2006	31/03/2007	31/03/2006	31/03/2007	31/03/2006
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Environmental Affairs and Tourism	-	45	-	-	-	45
Health	18	35	-	-	18	35
Local Government and Housing	60	17	-	-	60	17
Safety and Security	57	1	-	53	57	54
Social Development	-	1	-	-	-	1
Sport, Arts and Culture	-	34	-	-	-	34
SA Social Security Agency	1	-	-	-	1	-
	136	133	-	53	136	186
Other Government entities						
South African Police Service	-	-	28	1	28	1
SITA	13	-	-	23	13	23
Justice and Constitutional Development	-	-	-	11	-	11
Correctional Services	-	-	-	4	-	4
Free State Provincial Legislature	1	-	-	35	1	35
National Parliament	-	-	-	19	-	19
Department of Trade and Industry	-	-	-	3	-	3
Mpumalanga Local Government	-	-	18	-	18	-
Department of Health (National)	-	-	9	-	9	-
Thabo Mafutsanyane District Municipality	1	-	-	-	1	-
Department of Water Affairs	2	-	-	-	2	-
Department of Foreign Affairs	1	-	-	-	1	-
	18	-	55	96	73	96
TOTAL	154	133	55	149	209	282



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**ANNEXURE 4
INTER-GOVERNMENT PAYABLES**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2007	31/03/2006	31/03/2007	31/03/2006	31/03/2007	31/03/2006
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Current						
Justice and Constitutional Development	-	6	-	-	-	6
South African Police Service	-	7	-	18	-	25
Government Garage	97	-	-	-	97	-
Department of Social Development	65				65	
Total	162	13	-	18	162	31

5. HUMAN RESOURCE MANAGEMENT

5.1 Service delivery

[illegible]

Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
3.Ensure the implementation of special programmes related to gender, Youth and Disability	Premier National Parliament Provincial Legislature Members of the Executive Council Director General Heads of Department Office of the Deputy President Officials Local Authorities Non Government Organisations	Disabled people Women in business Children The Aged HIV and AIDS support groups	<p>Correspondence to the Director General: All correspondence is dealt with in 1 week.</p> <p>Annually analyse all existing policies, strategies and legislation and where necessary identify the need for new policies, strategies and legislation of all 11 provincial departments in the FSPG.</p> <p>Quarterly monitor, evaluate and make recommendations on the implementation of provincial policies, strategies and legislation of all 11 provincial departments in the FSPG.</p> <p>Monthly conduct two advocacy initiatives on equity and equality in line with the action plan of the OSDP, INDS and the FSGDS to the community, all departments and disability groups of the Free State.</p> <p>Develop government's capacity for addressing issues related to disability by responding within seven days after receiving the request</p> <p>Fifteen days after receiving the request embark on the process to conduct applicable research and information gathering to foster effective implementation depending on the research area for all provincial departments and clients of services of the Free State.</p> <p>Once a year organise awareness campaigns to advocate for children's rights delivery in government for all communities in the Free State.</p> <p>Submit one report on the monitoring and evaluating of children's rights delivery in provincial departments of the FSPG on a quarterly basis.</p> <p>Quarterly submit a report on the monitoring and evaluation of HIV & Aids policies and programmes in all provincial departments, civil society, Chapter 9 Institutions and municipalities of the Free State Province.</p> <p>Quarterly submit a report on the analysis done of the implementation of national and</p>	<p>Receipt of correspondence to the DG is acknowledged within one day.</p> <p>Correspondence is referred to the appropriate components for responses within agreed timeframes</p> <p>A draft Gender Equality and Women's Empowerment Implementation Strategy was produced</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Children Imbizo was held in Bultfontein in partnership with the the Presidency and Lejweleputswa Municipality</p> <p>Did not comply with standard</p> <p>Did not comply with standard</p> <p>Done first quarter only</p>

Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
			provincial HIV & Aids policies in provincial departments, Chapter 9 Institutions and municipalities of the Free State Province. Twice, on a monthly basis, facilitate awareness campaigns for departments, civil society, Chapter 9 Institutions and municipalities of the Free State Province. Annually submit a report on the monitoring and evaluation done regarding the implementation of programmes, legislation and policies in provincial departments, civil society, Chapter 9 Institutions, municipalities, Gender Focal Points and Special Programme Officers of the Free State Province. On an annual basis organise two training workshops per quarter to empower stakeholders with relevant tools on gender mainstream for civil society, departments, Chapter 9 Institutions, municipalities, Gender Focal Points and Special Programme Officers of the Free State Province. Annually submit one report on the analysing of policies and reviews on research done on departmental compliance to departmental strategic objectives on issues of gender mainstreaming in civil society, departments and municipalities of the Free State. Facilitate four workshops for the development and maintenance of the FSGDS in accordance with national guidelines for all Provincial Departments and Municipalities in the Free State Province annually Operationalise and market the FSGD Plan on invitation by providing accurate information to all Provincial Departments and Municipalities within the Free State Province annually. Monitor the alignment of Provincial Department and Local Authority plans in the Free State Province in accordance with set criteria with the Provincial Growth and Development Strategy annually. Provide accurate advice to Provincial Departments and Municipalities in the Free State Province aligning their plans with the FSGDS seven working days after a request has been received. Keep track of different policy debates and trends and provide accurate information to EXCO, FOHOD to strategically lead and execute dedicated research on the different clusters within two weeks of request Execute one impact study annually within research methodology requirements to the EXCO, FOHOD to determine whether the macro policy direction is having the necessary effect in the Free State Province.	Complied with standard Complied with standard One training workshop done for Special Programmes Officers from provincial government on the development of the monitoring tool Did not comply with standard
4. Facilitate the development and maintenance of the Provincial Growth and Development Strategy, planning initiatives and strategies of provincial departments.	Premier Members of the Executive Council Mayors Director General Heads of Department Strategic Planners of Provincial Departments and Local Authorities Private Sector (Business, Labour, Academic Institutions) SALGA Non Government Organisations Municipal Managers IDP Managers LED Officials Parastatals	Same as actual customers		Complied with standard Complied with standard Complied with standard Complied with standard Did not comply with standard Did not comply with standard



Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
			<p>Capacitate by means of two workshops annually strategic planners as well as IDP managers in accordance with the Treasury regulations with regard to the Free State Growth and Development Strategy.</p> <p>Render an internal strategic planning function according to the Public Service Regulations and the Treasury Regulations to all Directorates in the Department of the Premier annually.</p>	<p>Complied with standard</p> <p>Complied with standard</p>
5. Serve as the nodal project management point for projects emanating from the Provincial Growth and Development Management Strategy as well as any other project that is initiated by the National Cabinet or through the Cluster System that needs to be monitored.	<p>Premier</p> <p>Members of the Executive Council</p> <p>Mayors</p> <p>Director General</p> <p>Heads of Department</p> <p>Strategic Planners of Provincial Departments and Local Authorities</p> <p>Private Sector</p> <p>Non Government Organisations</p> <p>Statistics South Africa</p>	Same as actual customers	<p>Appraise the progress with the implementation of the FSGDS by means of a quarterly report in all provincial departments, local and district municipalities as well as social partners in the FSPG.</p> <p>Establish, develop, roll-out and maintain on a quarterly basis the FS Corporate M&E System in all provincial departments, local and district municipalities as well as all social partners in the FSPG.</p> <p>Appraise the progress with the implementation of the Programmes of Action by means of quarterly reports for the four clusters.</p>	<p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p>
6. Creates an enabling environment for the Premier and Executive Council in their interaction with the community of the Free State Province	<p>Premier</p> <p>Executive Council</p> <p>Director General</p> <p>HODs</p> <p>National/Provincial Departments</p> <p>Local Government</p> <p>Staff of the Department of the Premier</p> <p>The Free State Community</p> <p>NGO/CBOs</p> <p>Parastatals</p> <p>Civic Society</p> <p>Private Sector</p> <p>Business sector</p>	Same as actual customers	<p>Develop and execute external policies and strategies aimed at creating and maintaining a good image of the FSPG through government campaigns i.e. EXCO Meets the People Campaigns, two National/Provincial Imbizo Focus Weeks, four MEC's report back meetings, and 25 mini visits with WC's and CDW's for the communities of the five municipal districts in the Free State Province informing communities/clients one month before events take place.</p> <p>Coordinate, monitor and evaluate on a monthly basis the implementation of government communication according to national guidelines in the 11 provincial departments and municipalities of the Free State Province.</p> <p>Coordinate, monitor and evaluate on a monthly basis the implementation of government communication according to national guidelines in all directorates of the Department of the Premier.</p> <p>Provide user-friendly publication and marketing material to all directorates of the Department of the Premier within two working days if available, otherwise assist</p>	<p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>In some instances the standard was not met.</p>

Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
7. Promote a positive image of the Office of the Premier and the Executive Council	Premier Members of the Executive Council Director General Heads of Department Public Servants Media Private Sector Organisations Community Groups	Same as actual customers	<p>directorates within seven working days to get the required material.</p> <p>Develop and implement a media liaison strategy that will ensure that the Premier and the FSPG are profiled positively annually.</p> <p>Research and respond appropriately to trends in the media on a weekly basis.</p> <p>Research and prepare appropriate speeches for the Premier and the Director General to communicate the objectives of the FSPG properly on a daily basis.</p>	<p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p>
8. Provide strategic direction to Provincial Departments with regard to transverse human resource and labour relations issues.	Premier Members of the Executive Council Director General Heads of Department Officials on all levels within provincial; departments Private Sector Department of Public Service and Administration Public Service Commission Department of Labour Employee Organisations National Bargaining Council Structures	Same as actual customers	<p>Advice and monitor the Provincial Employee Wellness Programme of all provincial departments in the FSPG on a monthly basis according to the Employee Wellness Policy guidelines.</p> <p>Provide advice and monitor the Occupational Health and Safety services of all provincial departments in the FSPG on a monthly basis</p> <p>Provide a registry services that adhere to national prescribes and guidelines to all staff in the Department of the Premier within 24 hours on request.</p> <p>On a daily basis or as the need arises provide strategic direction, guidance and advice on labour relations issues to all 11 provincial dept's in the FSPG</p> <p>Render an internal human resource management service to the Department of the Premier on a daily basis.</p> <p>Provide advice and monitor transverse human resource issues to all 11 provincial departments on a daily basis.</p>	<p>Busy to develop Provincial EAP Policy. Advice provided on a monthly basis.</p> <p>As a monitoring mechanism the department has requested the Department of Labour to conduct OHS compliance inspections in all buildings occupied by Provincial Departments.</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p>
9. Facilitate and coordinate the building of transverse capacity within the Free State Provincial Government through the development of	Premier Members of the Executive Council Director General Heads of Department Private Sector/Service Providers Other Governments	Local Government Officials Members of the Community	<p>On an ongoing basis, ensure the effective and efficient provisioning of transverse human resource training and development services in the FSPG to create a culture of life-long learning:</p> <p>Annually ensure that the logistical arrangements for the Senior Management Conference in the FSPG are in place.</p> <p>Annually monitor the implementation of human resource training and development</p>	<p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p>



Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
skills.	SAMD SETA's South African Qualifications Framework Association Department of Labour Employee Organisations		<p>partnerships and make appropriate recommendations in this regard.</p> <p>Bi-annually evaluate the impact of transverse training on the skills base in the FSPG;</p> <p>Coordinate skills development within the FSPG in line with prescripts of the National Skills Development Act, 1998 on a daily basis.</p>	<p>Complied with standard</p> <p>Complied with standard</p>
10. Promote organizational development in the FSPG.	Premier Members of the Executive Council Director General Heads of Department Officials on all levels within provincial; departments Private Sector Department of Public Service and Administration	Parastatals in the FS Province	<p>Comply with the JE Interpretation Guide and definitions for all job evaluation process in the FSPG.</p> <p>Ensure adherence to the annual Provincial Job Evaluation Panel schedules</p> <p>Establish within the directive of the Minister of the DPSA a JE Coordination Committee consisting of representatives of Provincial/National Departments of the Public Service for transverse occupational classes within two weeks after identification by the Provincial JE Panel and/or the JE inter Provincial Forum.</p> <p>Train all newly appointed staff within the Department of the Premier, within 3 months after appointment, according to the PSR and PDMS Policy.</p> <p>Provide advice and assistance to PDM Units in Provincial Departments in the FSPG on PDM, according to regulatory framework, within two day after receipt of request.</p> <p>Assist with the uniformity of performance plans (L1-12) and agreement (SMS) in the FSPG.</p> <p>Conduct business process improvement (BPI) studies and recommend best practices and operational methodologies to enhance service delivery for both the Department of the Premier and the FSP Departments.</p> <p>Assist with the uniformity of performance plans for similar occupational groups on Service Level 1 – 12 as identified by executing a 1% sample study that is representative of all Provincial Departments in the FSPG where the occupational group exists on an annual basis.</p>	<p>Complied with standard</p> <p>12 Provincial Job Evaluation meeting held in Quarter one</p> <p>Participated in the national coordination processes. Participated in national co-ordination forums.</p> <p>Complied with standards. This is part of the induction programme going forward.</p> <p>Three PDMS Task Team meetings were held.</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>The project will be fully rolled-out during 2007/08 financial year</p>

Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
11. Promote institutional enhancement in the FSPG.	Premier Members of the Executive Council Director General Heads of Department Officials on all levels within provincial departments Private Sector Department of Public Service and Administration Municipalities	Parastatals in the FS Province	Respond to Provincial Departments of the FSPG within two days of receipt for advice and assistance with regard to customer care and service delivery improvement issues Respond to Provincial Departments of the FSPG within two days of receipt for advice and assistance with regard to diagnostic surveys Respond to Provincial Departments of the FSPG within two days of receipt for advice and assistance with regard to knowledge management Conduct diagnostic surveys in the FSPG in a professional manner and the project roll-out plan will be available a month after the request.	Complied with standard Complied with standard Knowledge Management Unit must still be established. The execution of diagnostic surveys has not started.
12. Ensure that Information Communications Technology (ICT) is deployed in a uniform and organized manner within the national policy framework in the FSPG.	Premier Members of the Executive Council Director General Heads of Department Officials on all levels within provincial departments State Information Technology Agency (SITA) Department of Public Service and Administration Other government institutions Private Sector	Same as actual customers	Renders ICT acquisition and deployment assistance in full compliance with Departmental IT Standards to 235 IT users in the Department of the Premier and finalize every application within five days. Administer the Departmental ICT Plan in full compliance with DPSA Guidelines and International best practice, on behalf of the Programme Managers in the Department of the Premier, and finalize on or before 30 September every year. Maintenance of 31 Information Systems in full compliance with SDLC requirements when requested by system owners and users in Provincial departments within the time frames agreed upon. Manage the payment of accounts timeously by processing 11 journals for all provincial departments in the FSPG that utilize the telephone system before or on the 12 th of every month and the service provider is paid before or on the 30 th of every month following on the billing period Support hardware and software of 235 computers of IT users in the Department of the Premier within 1 hour of the logged call in order that they have fully functional computers.	Finalized every application received within one to two days. Complied with the standards. All maintenance undertaken was finalized within the time frames agreed upon. Complied with the standards Support provided within 1 hour after call out has been received.





Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
13. Provide legal advice to the Premier, Members of the Executive Council, Heads of Department and Provincial Departments and Municipalities via the Department of Local Government and Housing	Premier Members of the Executive Council Heads of Department Officials Provincial Public Entities State Attorney Advocates Legal Advisors of other Provinces	Same as actual customers	<p>Provide all target groups within provincial departments and public entities (where appropriate) with professional and well-researched legal advice within 1 week if workload is reasonable or 2-4 weeks if workload is high or question is intricate</p> <p>Assist all target groups within provincial departments and public entities (where appropriate) to draft and edit professional and well-researched contracts within 1 week if workload is reasonable or 2-4 weeks if workload is high or question is intricate</p> <p>Assist all target groups within provincial departments and public entities (where appropriate) to draft and edit professional, well-researched and easy to understand notices and proclamations within 2 days and Bills and regulations within 3 weeks, but if intricate up to 3 months</p> <p>Provide all target groups within provincial departments with well-researched and correct information when necessary, but at least quarterly in the Legal Review</p> <p>Daily, when necessary, provide access to professional and updated legal resources to all target groups within provincial departments via intranet and legal resource centre</p> <p>Daily, when the need arises, warn all target groups within provincial departments of possible legal problems in a professional manner</p> <p>Daily, if requested, assist all target groups within provincial departments and public entities (where appropriate) with cases in a professional manner.</p> <p>On a daily basis, when the need arises, do professional and thorough legal research for all target groups within provincial departments and public entities (where appropriate) depending on complexity and urgency of request</p> <p>Facilitate on a bi-monthly basis a well-organised meeting with legal representatives of all provincial departments.</p>	<p>Complied with. In some instances targets were exceeded.</p> <p>Complied with standard. In some instances targets were exceeded.</p> <p>Complied with. In some instances targets were exceeded.</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p>
14. Ensure the successful implementation of the Free State Cabinet System in FSPG	Premier Members of the Executive Council Director-General Heads of Department Senior Managers: Free State Provincial Government Support Staff of Members of the Executive Council	Same as actual customers	<p>Provide support to the Director General as Secretary to EXCO in line with the Cabinet Ways of Working by submitting documents, agendas seven working days before the EXCO meeting to the Director General and distribute minutes and decisions of EXCO within two working days to all members.</p> <p>Ensure that two Technical Cluster meetings and one Political Cluster meeting takes place for MEC's and HOD's of all Provincial Departments in the FSPG three times a month in line with each Cluster's Programme of Action for the current year.</p> <p>Fortnightly compile reports of clusters according to the EXCO submission format to EXCO and monitor the implementation of EXCO resolutions by MEC's and HOD's of all provincial departments in the FSPG on a daily basis.</p>	<p>Complied with standard</p> <p>Complied with standard</p> <p>Complied with standard</p>

Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
15. Ensure that there is effective and efficient Co-operative Governance between the Free State Provincial Government, Foreign Countries and its Stakeholders.	<p>Presidency Premier National Cabinet Ministers Members of the Executive Council House of Traditional Leaders Executive Mayors and Mayors Councilors South African Embassies and High Commissions abroad Foreign Embassies and High Commissions in South Africa Department of Foreign Affairs International Visitors Municipal Managers SALGA Free State Heads of Department Provincial and National Government Departments Service Providers International Organs and organisations Donor organisations National Treasury (International Development Co-operation Unit)</p>	Same as actual customers	<p>Render monthly logistical support to the 20 EXCO Meets the People Campaigns for the FSPG scheduled for the year to monitor progress on service delivery as prescribed by the Free State Growth and Development Strategy</p> <p>Render Secretariat Services on a monthly basis to the FOHOD/Technical PCC plus any number of special meetings, workshops for FPHOD MANCO meetings.</p> <p>Coordinate and manage international visits according to the Foreign Visit guidelines after receiving requests from the customers.</p> <p>Coordinate and manage all incoming visits into the Province according to the Foreign Visit guidelines and Protocol guidelines.</p> <p>Coordinate and manage political PCC meetings as per the IGR Framework Act of 2005.</p>	<p>Complied with standard.</p> <p>Complied with standard</p> <p>Visit by the FSPG to USA,UK; Malaysia, Thailand & Singapore; Cuba, Canada, Brussels; Ghent; Germany; USA; Dubai; China (this list does not include visits by departments where this directorate is not fully involved with the coordination) Assisted Two (2) external delegation; 15 school children to China and the Mara Band musical group to London.</p> <p>Incoming visit by 3 officials from Canada as speakers at the 2006 SMS conference was initiated and managed 5 courtesy calls to the Premier were supported during this period SA Consul General in Germany Ambassador to UAE Consul General to Chicago Ambassador from Indonesia Consul General India Protocol support was provided for 134 functions mostly where the Premier was involved</p> <p>Coordinated 4 PCF (PCC) meetings, One extended PCF meeting and assisted in the coordination of PCF Lekhotla 6 EXCO meets the People Campaigns, 1 Deputy Presidential Imbizo and 1</p>



Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
16. Manage and maintain fully operational Thusong Service Centres.	Premier MECs Director General Heads of Department Public Works, Roads and Transport Community Liaison Unit External Communication Information Services Component GCIS Provincial Departments Regional offices of National Departments NGOs CBOs District and Local Municipalities Different groupings in the communities Traditional Leaders Business / Parastatals	Same as actual customers	Coordinate and manage Technical PCC meetings as per the IGR Framework Act of 2005. Coordinate and manage meetings between the Premier and the House of Traditional Leaders on request. Maintain service delivery at the five existing Thusong Service Centres in the Free State Province according to the needs and satisfaction of the communities served by it from 07:30 to 16:00 every day. Develop and execute on a yearly basis a survey on community needs and implement a plan of action to address these needs. Develop a programme of community education and implement it annually. Coordinate and organise annual focus weeks at all Thusong Service Centres Centres.	NCOP were also supported 6 TPCC meetings were coordinated (it is not the responsibility of this directorate from the third quarter onwards) No such meetings were coordinated Exceeded the standard by opening three new Thusong Service Centres in under serviced areas. Complied with standards Complied with standard Complied with standard
17. Ensure that the Department of the Premier comply with the Public Finance Management Act and Treasury Regulations	Premier Director General Programme and Responsibility Managers: Department of the Premier Officials Provincial Treasury National Treasury Service Providers	Same as actual customers	Ensure the accurate and timeous processing of orders of all directorates in the department of the Premier within a day upon receipt of request memo. Ensure that payments for goods and services procured for all directorates in the department of the Premier are accurately and timeously processed within 2 weeks upon receipt of the invoice Ensure that standard store items off all directorates within the Department of the Premier are accurately and timeously issued within a day upon receipt of a request memo	Complied with standard Complied with standard In some instances the standard was exceeded.

Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
			Ensure that adverts of all government departments and municipalities of the Free state Province are accurately and timeously placed in the Government Gazette and Tender Bulletin within 7 working days upon receipt thereof Ensure the accurate and timeous distribution of salary advices of all employees of the Department of the Premier within 5 days upon receipt of the advices	Complied with standard Complied with standard
18. Advice on compliance with the requirements of the Public Finance Management Act and the standards and practice statements issued by the Institute of Internal Auditors	Members of the Executive Council Heads of Department National Intelligence Agency Security Managers of Provincial Departments Officials South African Police Service Private Sector	Same as actual customers	Develop and maintain a security policy for the FSPG according to the MISS document. Monitor compliance with the Provincial Security Policy in the FSPG and advise the Director General, FOHOD and EXCO accordingly every quarter. Co-ordinate security awareness programmes for the FSPG by offering two awareness sessions per month. Co-ordinate Anti-Corruption matters in the FSPG through meetings of the FORUM once a month.	Awaiting compliance check by NIA and the legal services. Still in the process Complied with standard Complied with standard
19. Advice on compliance with the requirements of the Public Finance Management Act and the standards and practice statements issued by the Institute of Internal Auditors	Premier Director General Executive Management Managers and other officials in the Department of the Premier Audit Committee Internal Auditors of other Provincial Departments National and Provincial Treasury	Same as actual customers	Review on a Monthly basis adequacy, existence and completeness of internal controls. Issue Internal Audit report 7 days after completion of Internal Audit review to provide assurance that management processes are adequate to identify and monitor significant risks. On a Monthly basis monitor and evaluate departmental risk management system through performance of both substantive and compliance tests. Update on a monthly basis internal audit tests.	Development and Implementation of Internal Audit Charter as required by Institute of Internal Auditors. Development and Implementation of both three year strategic and Annual Internal Audit plan as required by treasury regulations, PFMA and Institute of Internal Auditors. Provide and advisory service to the implementation of fixed assets system (Asset ware) which resulted in improvement of controls and safe guarding of Assets. Internal Audit reviews for 2006 are within approved Internal Audit Plan.





Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
			<p>Annually update internal audit charter and Annual Internal Audit plan.</p> <p>On a Quarterly basis issue Internal Audit report to the Audit committee, highlighting commitment profile of each directorate in addressing internal audit queries.</p> <p>Perform a risk assessment for the Department of the Premier on a quarterly basis.</p>	<p>Did not comply with the standard</p> <p>Did not comply with the standard</p> <p>Risk assessment performed in accordance with standards and PFMA.</p>

1.2 Consultation arrangements with Customers

Type of Arrangement	Actual Customer	Potential Customer	Actual Achievements
1. Written correspondence	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards) are consulted by means of written correspondence and other relevant consultation methods to improve service delivery in the Free State Province.	Same as actual customers	Sesotho, Xhosa, English, Afrikaans, SetSwana are the predominant languages been used.
2. Telephonically	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	Same as actual customers	Central switchboard receiving calls and refer customers to the point where they can be assisted.
3. Electronic media	Public	Same as actual customers	Website developed: www.fs.gov.za
4. Workshops, learning networks	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	Same as actual customers	Number of workshops with customers across a range of the line functions of the department were held
5. Sign language and Braille	Visually and hearing impaired members of the public	Same as actual customers	Blind officials have signed the Public Service Pledge prepared in Braille
6. Questionnaires	Public	Same as actual customers	Used questionnaires to determined satisfaction of clients at Thusong Service Centres.
7. Media	Public	Same as actual customers	Regular adverts in newspapers to inform clients of events for example Africa Public Service Day, Public Service Week, Womens Month activities, Premier Excellence Awards etc.
8. Seminars	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	Same as actual customers	During Womens month, seminars are organized for clients, public to attend.
9. Radio	Public	Same as actual customers	Regular media briefings by the Premier on different radio stations.
10. Summits	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	Same as actual customers	Anti-Corruption Strategy Summit, Free State Growth and Development Strategy Summit etc.
11. Conferences	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	Same as actual customers	One SMS Conference organised during 2006.
12. Pamphlets	Public	Same as actual customers	Distribute pamphlets at EXCO meets the People campaigns
13. Information brochures	Public	Same as actual customers	Provide departments with Batho Pele posters to exhibit at libraries, schools, Thusong Service Centres.
14. Exhibitions	Public	Same as actual customers	Exhibitions were held at all EXCO meets the People campaigns where departments share work plans, strategies and project information.



1.3 Service Delivery Access Strategy

Access Strategy	Actual Achievements
The department commits itself to share information with its clients in line with the provisions of the Promotion of Access to Information Act of 2000 (Act No. 2 of 2000). The department also shares information by means of the following:	
1. Telephonically and per facsimile as available per telephone directory.	Switchboard receive calls from Monday to Friday from 07:30 – 16:00
2. Physically at government offices	All buildings are accessible to people with disabilities.
3. Correspondence to physical and postal address	P O Box 6644, Bfn, 9300
4. Internet as per Web Site	Intranet: 250 000 hits per year. Internet: 47 000 hits per year.
5. Help desks/Information lines/Free Post Box	BFN 50 (free post). Info desk at entrance of Lebohang Building
6. Thusong Service Centres	Working hours: 07:30 – 16:00 from Monday to Friday.
7. E-mail/Intranet	All staff that needs e-mail to effective execution of their duties has access.

1.4 Service Information Tool

Type of Information Tool	Actual Achievements
1. Telephonically and per facsimile as available per telephone directory	Switchboard operating hours from 07:30 – 16:00, Monday to Friday
2. Physically at government offices	Info desk at entrance of Lebohang Building
3. Correspondence to physical and postal address	P O Box 6644, Bfn, 9300
4. Internet as per Web Site	www.fs.gov.za
5. Help desks/Information lines/Free Post Box	BFN 50 (free post)
6. Thusong Service Centres	Five Thusong Service Centres are fully functional.
7. E-mail/Intranet	FSPG Website

1.5 Complaint Mechanism

Complaint Mechanism	Actual Achievements
1. Help Desks	Ten working days to address complaints.
2. Toll-free Lines	Toll-free line: 0800 600 224
3. Telephonically/facsimile as per telephone directory	Switchboard operating hours from 07:30 – 16:00, Monday to Friday
4. Electronically via Provincial Website/Intranet/E-mail	www.fs.gov.za
5. EXCO-Meets-the-People Campaigns	Two campaigns per month
6. Publications/Reports	Publish an Annual Report.
7. Information Sessions/Forum meetings	Regular meetings/forums with municipalities/communities to discuss the Free State Growth and Development Strategy
8. Radio slots of the Premier	The Premier on a regular basis briefs the public on service delivery issues, policies and the Free State Growth and Development Strategy.
9. Africa Public Service Day	On 23 June 2006 the FSPG participate in the celebrations of Africa Public Service Day and address complaints and suggestions from the public/clients to improve service delivery.
10. Media briefings	The Premier on a regular basis briefs the media on service delivery issues, policy, the Free State Growth and Development Strategy etc.

5.2 Expenditure

The Department's budget is allocated in terms of clearly defined programmes. The following table summarises expenditure by programme (Table 1) and by salary bands (Table 2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the Department.

TABLE 1 - Personnel costs by Programme

Programme	Total Voted Expenditure (R'000)	Compensation of Employees Expenditure (R'000)	Training Expenditure (R'000)	Consultants, Contractors and Special Services (R'000)	Compensation of Employees as percent of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
Programme 1: Administration	26 011	16 430	52	405	63.2%	196	84
Programme 2: Corporate Support	35 163	22 993	76	528	65.4%	200	115
Programme 3: Policy and Governance	35 394	17 219	618	919	48.6%	191	90
Programme 4: Theft and losses	516.00	-	-	-	-	-	-
Total	97 084	56 642	746	1 852	58.3%	196	289



TABLE 2 - Personnel costs by Salary band

Salary Bands	Compensation of Employees Cost (R'000)	Percentage of Total Personnel Cost for Department	Average Compensation Cost per Employee (R)	Total Personnel Cost for Department including Goods and Transfers (R'000)	Number of Employees
Lower skilled (Levels 1-2)	2 527	4.5%	67	95 456	38
Skilled (Levels 3-5)	4 035	7.1%	73	95 456	55
Highly skilled production (Levels 6-8)	10 946	19.3%	154	95 456	71
Highly skilled supervision (Levels 9-12)	18 954	33.5%	279	95 456	68
Senior management (Levels 13-16)	15 395	27.2%	641	95 456	24
Contract (Levels 1-2)	106	0.2%	53	95 456	2
Contract (Levels 3-5)	317	0.6%	79	95 456	4
Contract (Levels 6-8)	1 601	2.8%	100	95 456	16
Contract (Levels 9-12)	1 637	2.9%	182 95	456	9
Contract (Levels 13-16)	1 124	2.0%	562	95 456	2
TOTAL	56 642	100.0%	196	95 456	289

The following tables provide a summary per programme (Table 3) and salary bands (Table 4), of expenditure incurred as a result of salaries, overtime, home owners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

TABLE 3 - Salaries, Overtime, Home Owners Allowance and Medical Aid by Programme

Programme	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost per Programme (R'000)
Programme 1: Administration	12 017	73.1%	13	0.1%	323	2.0%	991	6.0%	16 430
Programme 2: Corporate Support	17 220	74.9%	7	0.0%	447	1.9%	885	3.8%	22 993
Programme 3: Policy and Governance	9 972	57.9%	14	0.1%	339	2.0%	598	3.5%	17 219
TOTAL	39 209	69.2%	34	0.1%	1 109	2.0%	2 474	4.4%	56 642

TABLE 4 - Salaries, Overtime, Home Owners Allowance and Medical Aid by Salary Band

Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost per Salary Band (R'000)
Lower skilled (Levels 1-2)	1 933	76.5%	3	0.1%	91	3.6%	70	2.8%	2 527
Skilled (Levels 3-5)	2 979	73.8%	17	0.4%	118	2.9%	221	5.5%	4 035
Highly skilled production (Levels 6-8)	8 139	74.4%	-	0.0%	190	1.7%	636	5.8%	10 946





(Levels 9-12)	13 872	73.2%	14	0.1%	265	1.4%	704	3.7%	18 954
Senior management									
Levels 13-16)	8 823	57.3%	-	0.0%	406	2.6%	782	5.1%	15 395
Contract (Levels 1-2)	86	81.1%	-	0.0%	1	0.9%	2	1.9%	106
Contract (Levels 3-5)	249	78.5%	-	0.0%	4	1.3%	8	2.5%	317
Contract (Levels 6-8)	1 282	80.1%	-	0.0%	2	0.1%	34	2.1%	1 601
Contract (Levels 9-12)	1 188	72.6%	-	0.0%	-	0.0%	17	1.0%	1 637
Contract (Levels 13-16)	658	58.5%	-	0.0%	32	2.8%		0.0%	1 124
TOTAL	39 209	69.2%	34	0.1%	1 109	2.0%	2 474	4.4%	56 642

5.3 Employment and vacancies

Employment and Vacancies by Programme at end of period					
Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment	
Programme 1: Administration, Permanent	127	84	33.9	2	
Programme 2: Corporate Support, Permanent	168	115	31.5	8	
Programme 3: Policy and Governance , Permanent	139	90	35.3	2	
TOTAL	434	289	33.4	12	
Employment and Vacancies by Salary Band at end of period					
Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment	
Lower skilled (Levels 1-2), Permanent	55	38	30.9	5	
Skilled (Levels 3-5), Permanent	82	55	32.9	3	
Highly skilled production (Levels 6-8), Permanent	124	71	42.7	0	
Highly skilled supervision (Levels 9-12), Permanent	111	68	38.7	0	
Senior management (Levels 13-16), Permanent	29	24	17.2	0	
Contract (Levels 1-2), Permanent	2	2	0	0	
Contract (Levels 3-5), Permanent	4	4	0	0	





Contract (Levels 6-8), Permanent	16	16	0	1
Contract (Levels 9-12), Permanent	9	9	0	2
Contract (Levels 13-16), Permanent	2	2	0	1
TOTAL	434	289	33.4	12

Employment and Vacancies by Critical Occupation at end of period

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Administrative related, Permanent	72	43	40.3	2
Advocates, Permanent	3	1	66.7	0
Artisan project and related superintendents, Permanent	5	5	0	0
Building and other property caretakers, Permanent	5	5	0	0
Bus and heavy vehicle drivers, Permanent	1	1	0	0
Cleaners in offices workshops hospitals etc., Permanent	12	8	33.3	0
Client inform clerks (switchboard receptionist informtion clerks), Permanent	10	7	30	0
Communication and information related, Permanent	17	7	58.8	0
Computer programmers., Permanent	4	4	0	0
Computer system designers and analysts., Permanent	2	2	0	0

Finance and economics related, Permanent	4	1	75	0
Financial and related professionals, Permanent	13	6	53.8	0
Financial clerks and credit controllers, Permanent	12	9	25	0
Food services aids and waiters, Permanent	2	2	0	0
General legal administration & rel. professionals, Permanent	1	1	0	0
Head of department/chief executive officer, Permanent				
Housekeepers laundry and related workers, Permanent	2	2	0	0
Human resources & organisat developm & relate prof, Permanent	13	9	30.8	0
Human resources clerks, Permanent	18	13	27.8	0
Human resources related, Permanent	4	2	50	0
Information technology related, Permanent	1	1	0	0
Language practitioners interpreters & other commun, Permanent	19	8	57.9	0
Library mail and related clerks, Permanent	16	9	43.8	0





Light vehicle drivers, Permanent	5	4	20	2
Logistical support personnel, Permanent	6	4	33.3	1
Material-recording and transport clerks, Permanent	2	2	0	0
Messengers porters and deliverers, Permanent	25	21	16	0
Motor vehicle drivers, Permanent	1	1	0	0
Other administrat & related clerks and organisers, Permanent	41	30	26.8	0
Other administrative policy and related officers, Permanent	31	23	25.8	0
Other information technology personnel., Permanent	4	2	50	0
Other occupations, Permanent	11	11	0	5
Regulatory inspectors, Permanent	1	1	0	0
Risk management and security services, Permanent	1	0	100	0
Secretaries & other keyboard operating clerks, Permanent	43	23	46.5	0
Senior managers, Permanent	24	19	20.8	1
Trade labourers, Permanent	1	1	0	1
TOTAL	434	289	33.4	12

5.4 Job evaluation

Salary Band	Number of Posts	Number of Jobs Evaluated	% of Posts Evaluated	Number of Posts Upgraded	% of Upgraded Posts Evaluated	Number of Posts Downgraded	% of Downgraded Posts Evaluated
Lower skilled (Levels 1-2)	55	0	0	0	0	0	0
Contract (Levels 1-2)	2	0	0	0	0	0	0
Contract (Levels 3-5)	4	2	50	2	100	0	0
Contract (Levels 6-8)	16	0	0	0	0	0	0
Contract (Levels 9-12)	9	0	0	0	0	0	0
Contract (Band A)	1	0	0	0	0	0	0
Contract (Band B)	1	0	0	0	0	0	0
Skilled (Levels 3-5)	82	13	15.9	0	0	0	0
Highly skilled production (Levels 6-8)	124	11	8.9	0	0	0	0
Highly skilled supervision (Levels 9-12)	111	18	16.2	0	0	0	0
Senior Management Service Band A	15	1	6.7	0	0	0	0
Senior Management Service Band B	10	1	10	0	0	0	0
Senior Management Service Band C	2	0	0	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
TOTAL	434	46	10.6	2	4.3	0	0



Profile of employees whose positions were upgraded due to their posts being upgraded

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	2	0	0	0	2
Total	2	0	0	0	2
Employees with a Disability	0	0	0	0	0

Employees whose salary level exceed the grade determined by Job Evaluation [i.t.o PSR 1.V.C.3]

Occupation	Number of Employees	Job Evaluation Level	Remuneration Level	Reason for Deviation	No of Employees in Dept
Registry Clerks	3	3	6	Rank/Leg Promotion	
Accounting Clerk: BAS	1	4	5	Rank/Leg Promotion	
DD: Fin Management	1	11	12	Rank/Leg Promotion	
Total	5				
Percentage of Total Employment	0				0

Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR 1.V.C.3]

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	4	4
Male	0	0	0	1	1
Total	0	0	0	5	5
Employees with a Disability	0	0	0	0	0

5.5 Employment changes

Annual Turnover Rates by Salary Band					
Salary Band	Employment at Beginning of Period (April 2006)	Appointments	Terminations	Turnover Rate	
Lower skilled (Levels 1-2), Permanent	47	3	9	19.1	
Skilled (Levels 3-5), Permanent	55	5	8	14.5	
Highly skilled production (Levels 6-8), Permanent	76	6	13	17.1	
Highly skilled supervision (Levels 9-12), Permanent	68	5	12	17.6	
Senior Management Service Band A, Permanent	15	0	1	6.7	
Senior Management Service Band B, Permanent	6	0	1	16.7	
Senior Management Service Band C, Permanent	2	0	0	0	
Senior Management Service Band D, Permanent	2	0	0	0	
Contract (Levels 1-2), Permanent	3	0	1	33.3	
Contract (Levels 3-5), Permanent	3	9	3	100	
Contract (Levels 6-8), Permanent	15	14	11	73.3	
Contract (Levels 9-12), Permanent	3	7	0	0	
Contract (Band A), Permanent	1	2	0	0	
Contract (Band B), Permanent	0	1	0	0	
TOTAL	296	52	59	19.9	
Annual Turnover Rates by Critical Occupation					
Occupation	Employment at Beginning of Period (April 2006)	Appointments	Terminations	Turnover Rate	
Administrative related, Permanent	36	8	5	13.9	
Advocates, Permanent	2	0	0	0	
Artisan project and related superintendents, Permanent	0	5	0	0	
Building and other property caretakers, Permanent	4	0	0	0	
Bus and heavy vehicle drivers, Permanent	1	0	0	0	
Cleaners in offices workshops hospitals etc., Permanent	7	3	1	14.3	





Client inform clerks(switch board receipt inform clerks), Permanent	5	0	1	20
Communication and information related, Permanent	4	0	1	25
Computer programmers., Permanent	5	0	0	0
Finance and economics related, Permanent	1	0	1	100
Financial and related professionals, Permanent	9	1	5	55.6
Financial clerks and credit controllers, Permanent	11	5	4	36.4
Food services aids and waiters, Permanent	5	0	0	0
Forestry labourers, Permanent	1	0	0	0
General legal administration & rel. professionals, Permanent	1	0	0	0
Head of department/chief executive officer, Permanent	1	0	0	0
Housekeepers laundry and related workers, Permanent	1	2	2	200
Human resources & organisat developm & relate prof, Permanent	11	0	0	0
Human resources clerks, Permanent	9	0	2	22.2
Human resources related, Permanent	3	0	1	33.3
Information technology related, Permanent	1	0	0	0
Language practitioners interpreters & other commun, Permanent	9	0	0	0
Library mail and related clerks, Permanent	11	3	3	27.3
Light vehicle drivers, Permanent	8	1	0	0
Logistical support personnel, Permanent	2	2	1	50
Material-recording and transport clerks, Permanent	0	2	0	0
Messengers porters and deliverers, Permanent	19	0	2	10.5
Motor vehicle drivers, Permanent	2	0	0	0
Other administrat & related clerks and organisers, Permanent	38	8	3	7.9
Other administrative policy and related officers, Permanent	19	3	7	36.8
Other information technology personnel., Permanent	5	2	2	40
Other occupations, Permanent	21	0	8	38.1
Rank: Unknown, Permanent	1	0	0	0
Regulatory inspectors, Permanent	1	0	0	0
Secretaries & other keyboard operating clerks, Permanent	24	4	6	25
Senior managers, Permanent	17	3	4	23.5
Social sciences related, Permanent	1	0	0	0
TOTAL	296	52	59	19.9

Reasons why staff are leaving the department						
Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment	Total	Total Employment	
Death, Permanent	9	15.3	3	59	296	
Resignation, Permanent	7	11.5	2.4	59	296	
Expiry of contract, Permanent	15	25.4	5.1	59	296	
Discharged due to ill health, Permanent	1	1.7	0.3	59	296	
Retirement, Permanent	9	15.3	3	59	296	
Transfers to other Public Service Departments	18	30.5	6.1	59	296	
TOTAL	59	100	19.9	59	296	
Resignations as % of Employment						
19.93%						

Promotions by Critical Occupation						
Occupation	Employment at Beginning of Period (April 2006)	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment	
Administrative related	36	3	8.3	17	47.2	
Advocates	2	1	50	1	50	
Building and other property caretakers	4	0	0	0	0	
Bus and heavy vehicle drivers	1	0	0	1	100	
Cleaners in offices workshops hospitals etc.	7	0	0	4	57.1	
Client inform clerks(switchb receipt inform clerks)	5	0	0	3	60	
Communication and information related	4	1	25	5	125	
Computer programmers.	5	0	0	5	100	
Finance and economics related	1	1	100	0	0	
Financial and related professionals	9	4	44.4	6	66.7	
Financial clerks and credit controllers	11	1	9.1	4	36.4	





Food services aids and waiters	5	0	0	1	20
Forestry labourers	1	0	0	0	0
General legal administration & rel. professionals	1	0	0	1	100
Head of department/chief executive officer	1	0	0	1	100
Housekeepers laundry and related workers	1	0	0	0	0
Human resources & organisat developm & relate prof	11	0	0	12	109.1
Human resources clerks	9	0	0	7	77.8
Human resources related	3	0	0	0	0
Information technology related	1	0	0	1	100
Language practitioners interpreters & other commun	9	1	11.1	6	66.7
Library mail and related clerks	11	0	0	6	54.5
Light vehicle drivers	8	0	0	4	50
Logistical support personnel	2	0	0	0	0
Messengers porters and deliverers	19	0	0	14	73.
Motor vehicle drivers	2	0	0	1	50
Other administrative & related clerks and organisers	38	1	2.6	14	36.8
Other administrative policy and related officers	19	1	5.3	13	68.4
Other information technology personnel.	5	0	0	4	80
Other occupations	21	0	0	3	14.3
Rank: Unknown	1	0	0	0	0
Regulatory inspectors	1	0	0	1	100
Secretaries & other keyboard operating clerks	24	3	12.5	13	54.2
Senior managers	17	0	0	6	35.3
Social sciences related	1	0	0	1	100
TOTAL	296	17	5.7	155	52.4

Promotions by Salary Band					
Salary Band	Employment at Beginning of Period (April 2006)	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2), Permanent	47	0	0	20	42.6
Skilled (Levels 3-5), Permanent	55	0	0	28	50.9
Highly skilled production (Levels 6-8), Permanent	76	6	7.9	49	64.5
Highly skilled supervision (Levels 9-12), Permanent	68	7	10.3	44	64.7
Senior management (Levels 13-16), Permanent	25	3	12	10	40
Contract (Levels 1-2), Permanent	3	0	0	1	33.3
Contract (Levels 3-5), Permanent	3	0	0	1	33.3
Contract (Levels 6-8), Permanent	15	1	6.7	2	13.3
Contract (Levels 9-12), Permanent	3	0	0	0	0
Contract (Levels 13-16), Permanent	1	0	0	0	0
TOTAL	296	17	5.7	155	52.4

5.6 Employment Equity

Total number of Employees (incl. Employees with disabilities) per Occupational Category (SASCO)											
Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Legislators, senior officials and managers, Permanent	7	0	0	7	2	7	0	1	8	2	19
Professionals, Permanent	40	4	0	44	17	30	7	1	38	15	114
Clerks, Permanent	32	2	0	34	0	38	6	1	45	13	92





Service and sales workers, Permanent	0	0	0	0	0	0	1	0	0	1	0	1
Craft and related trades workers, Permanent	3	0	0	3	1	1	1	0	0	1	0	5
Plant and machine operators and assemblers, Permanent	11	1	0	12	0	0	0	0	0	0	0	12
Elementary occupations, Permanent	23	6	0	29	0	14	15	2	0	16	1	46
TOTAL	116	13	0	129	20	91	15	3	109	31	289	Total
	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total	
Employees with disabilities	1	0	0	1	0	0	0	0	0	0	1	
Total number of Employees (incl. Employees with disabilities) per Occupational Bands												
Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total	
Top Management, Permanent	2	0	0	2	1	2	0	0	2	0	5	
Senior Management, Permanent	7	1	0	8	2	4	0	1	5	4	19	
Professionally qualified and experienced												
specialists and mid-management, Permanent	26	2	0	28	12	17	5	1	23	4	67	

Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	15	3	0	18	4	23	4	1	28	21	71
Semi-skilled and discretionary decision making, Permanent	29	2	0	31	0	19	1	0	20	2	53
Unskilled and defined decision making, Permanent	22	5	0	27	0	12	2	0	14	0	41
Contract (Top Management), Permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (Senior Management), Permanent	1	0	0	1	0	1	0	0	1	0	2
Contract (Professionally qualified), Permanent	3	0	0	3	0	2	3	0	5	0	8
Contract (Skilled technical), Permanent	7	0	0	7	1	8	0	0	8	0	16
Contract (Semi-skilled), Permanent	3	0	0	3	0	1	0	0	1	0	4
Contract (Unskilled), Permanent	0	0	0	0	0	2	0	0	2	0	2
TOTAL	116	13	0	129	20	91	15	3	109	31	289





Recruitment											
Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Pofessionally qualified and experienced specialists and mid-management, Permanent	1	0	0	1	0	2	1	0	3	1	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1	0	0	1	0	3	1	0	4	1	6
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	0	5	0	0	5	0	5
Unskilled and defined decision making, Permanent	0	0	0	0	0	3	0	0	3	0	3
Contract (Senior Management), Permanent	2	0	0	2	0	1	0	0	1	0	3
Contract (Professionally qualified), Permanent	2	0	0	2	0	2	3	0	5	0	7
Contract (Skilled technical), Permanent	6	0	0	6	1	7	0	0	7	0	14
Contract (Semi-skilled), Permanent	5	0	0	5	0	4	0	0	4	0	9
TOTAL	17	0	0	17	1	27	5	0	32	2	52

Promotions											
Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	1	0	0	1	1	0	0	0	0	0	2
Senior Management, Permanent	4	0	0	4	3	5	0	1	6	2	15
Professionally qualified and experienced specialists and mid-management, Permanent	19	1	0	20	10	14	3	0	17	4	51
Skilled technical and academically qualified workers, union management, supervisors, foremen, Permanent	14	4	0	18	4	16	2	1	19	14	55
Semi-skilled and discretionary decision making, Permanent	14	0	0	14	0	11	1	0	12	2	28
Unskilled and defined decision making, Permanent	11	0	0	11	0	7	2	0	9	0	20
Contract (Skilled technical), Permanent	1	0	0	1	0	2	0	0	2	0	3
Contract (Semi-skilled), Permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (Unskilled), Permanent	0	0	0	0	0	1	0	0	1	0	1
TOTAL	65	5	0	70	18	56	8	2	66	22	176





Terminations

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Senior Management, Permanent	2	0	0	2	0	0	1	0	1	0	3
Professionally qualified and experienced specialists and mid-management, Permanent	5	0	0	5	0	3	1	0	4	2	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	2	1	0	3	2	2	1	0	3	3	11
Semi-skilled and discretionary decision making, Permanent	3	1	0	4	0	4	0	0	4	0	8
Unskilled and defined decision making, Permanent	2	4	0	6	0	4	0	0	4	0	10
Contract (Senior Management), Permanent	0	0	0	0	0	0	0	0	0	0	1
Contract (Professionally qualified), Permanent	0	0	0	0	0	0	0	0	1	0	1
Contract (Skilled technical), Permanent	4	0	0	4	0	8	0	0	8	0	12

Contract (Semi-skilled), Permanent	2	0	0	0	2	0	1	1	0	2	0	4
Contract (Unskilled), Permanent	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL	20	6	0	0	26	2	22	4	0	27	5	60

Disciplinary Action												
Disciplinary action	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total	
TOTAL	9	1	0	10	0	3	0	0	3	1	14	

5.7 Performance Rewards

Performance Rewards by Race, Gender and Disability												
	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)							
African, Female	8	62	12.9	95	11 875							
African, Male	12	74	16.2	89	7 417							
Asian, Female	0	0	0	0	0							
Coloured, Female	1	11	9	3	3 000							
Coloured, Male	0	9	0	0	0							
Total Blacks, Female	9	73	12.3	98	10 889							
Total Blacks, Male	12	83	14.4	89	7 417							
White, Female	11	33	33.3	162	14 727							
White, Male	4	18	22.2	101	25 250							
Employees with a disability	3	5	60	4	1 333							
TOTAL	36	207	17.4	450	58 283							



Performance Rewards by Salary Band for Personnel below Senior Management Service

Salary Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	
Lower skilled (Levels 1-2)	6	26	23	22	3 667	
Skilled (Levels 3-5)	11	43	25.5	49	4 455	
Highly skilled production (Levels 6-8)	13	78	16.6	221	17 000	
Highly skilled supervision (Levels 9-12)	6	60	1	145	24 167	
Contract (Levels 1-2)	0	0	0	0	0	
Contract (Levels 3-5)	0	0	0	0	0	
Contract (Levels 6-8)	0	0	0	0	0	
Contract (Levels 9-12)	0	0	0	0	0	
TOTAL	36	207	17.4	437	12 139	

Performance Rewards by Critical Occupation

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	
Administrative related	5	33	15.2	68	13 600	
Advocates	1	2	50	21.9	21 900	
Building and other property caretakers	0	0	0	0	0	
Bus and heavy vehicle drivers	0	0	0	0	0	
Cleaners in offices workshops hospitals etc.	2	7	28.6	6	3 000	
Client inform clerks (switchboard recept inform clerks)	1	5	20	5	5 000	

Communication and information related	0	5	0	0	0	0
Computer programmers.	0	5	0	0	0	0
Finance and economics related	0	1	0	0	0	0
Financial and related professionals	1	9	11.1	7	7 000	
Financial clerks and credit controllers	0	11	0	0	0	
Food services aids and waiters	0	5	0	0	0	
Forestry labourers	0	1	0	0	0	
General legal administration & rel. professionals	1	1	100	14	14 000	
Head of department/ chief executive officer	0	1	0	0	0	
Housekeepers laundry and related workers	0	1	0	0	0	
Human resources & organisat developm & relate prof	4	11	36.4	41	10 250	
Human resources clerks	5	9	55.6	38	7 600	
Human resources related	2	2	100	22	11 000	
Information technology related	0	4	0	0	0	
Language practitioners interpreters & other commun	0	9	0	0	0	
Library mail and related clerks	3	11	27.3	18	6 000	
Light vehicle drivers	2	8	25	7	3 500	
Logistical support personnel	0	2	0	0	0	
Messengers porters and deliverers	6	19	31.6	21	3 500	





Motor vehicle drivers	0	2	0	0	0	
Other administrat & related clerks and organisers	4	40	10	29	7 250	
Other administrative policy and related officers	2	18	11.1	20	10 000	
Other information technology personnel.	0	5	0	0	0	
Other occupations	3	21	14.3	11	3 667	
Regulatory inspectors	0	0	0	0	0	
Secretaries & other keyboard operating clerks	8	22	36.4	66	8 250	
Senior managers	3	17	17.6	110	36 667	
Social sciences related	0	0	0	0	0	
TOTAL	53	287	18.5	504.9	9 526	

Performance Related Rewards (Cash Bonus) by Salary Band for Senior Management Service

SMS Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	% of SMS Wage Bill	Personnel Cost SMS (R'000)
Band A	1	10	10	19 000	19 000	0.8	2 384
Band B	2	2	100	67 000	33 500	4.2	1 604
Band C	1	1	100	44 000	44 000	4.7	936
Band D	0	1	0	0	0	0	0
TOTAL	4	14	28.6	130 000	32 500	2.6	4 924

5.8 Foreign workers

Foreign Workers by Salary Band									
Salary Band	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total change in Employment
Senior management (Levels 13-16)	1	100	1	100	0	100	1	1	0
TOTAL	1	100	1	100	0	100	1	1	0

Foreign Workers by Major Occupation									
Major Occupation	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total change in Employment
Other occupations	1	100	0	0	-1	0	1	1	0
Professionals and managers	0	0	1	100	1	0	1	1	0
TOTAL	1	100	1	100	0	100	1	1	0



5.9 Leave utilisation (1 January 2006 to 31 December 2006)

Sick Leave for Jan 2006 to Dec 2006								
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)	Total number of Employees using Sick	Total number of days with Leave medical certification
Lower skilled (Levels 1-2)	170	80	20	10.4	9	28	192	136
Skilled (Levels 3-5)	298	79.5	34	17.7	9	67	192	237
Highly skilled production (Levels 6-8)	445	75.7	58	30.2	8	179	192	337
Highly skilled supervision (Levels 9-12)	452	84.3	51	26.6	9	368	192	381
Senior management (Levels 13-16)	192	88	17	8.9	11	412	192	169
Contract (Levels 1-2)	19	100	2	1	10	3	192	19
Contract (Levels 3-5)	2	100	1	0.5	2	0	192	2
Contract (Levels 6-8)	26	76.9	7	3.6	4	8	192	20
Contract (Levels 9-12)	17	88.2	2	1	9	23	192	15
TOTAL	1 621	81.2	192	100	8	1 088	192	1 316

Disability Leave (Temporary and Permanent) for Jan 2006 to Dec 2006

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)	Total number of Employees using Sick	Total number of days with Leave medical certification
Lower skilled (Levels 1-2)	231	100	4	100	58	39	231	24
Skilled (Levels 3-5)	7	100	1	100	7	1	7	24
Highly skilled production (Levels 6-8)	132	100	8	100	17	58	132	24

Highly skilled supervision (Levels 9-12)	52	100	4	100	13	33	52	24
TOTAL	422	100	17	100	25	131	422	24

Annual Leave for Jan 2006 to Dec 2006

Salary Band	Total Days Taken	Average days per Employee	Number of Employees who took leave					
Lower skilled (Levels 1-2)	899	24	38					
Highly skilled production (Levels 6-8)	1 711	21	80					
Highly skilled supervision (Levels 9-12)	1 702	22	76					
Senior management (Levels 13-16)	479	18	26					
Contract (Levels 1-2)	44	15	3					
Contract (Levels 3-5)	31	10	3					
Contract (Levels 6-8)	179	13	14					
Contract (Levels 9-12)	34	17	2					
Contract (Levels 13-16)	29	15	2					
Not Available	7	7	1					
TOTAL	6 160	21	294					

Capped Leave for Jan 2006 to Dec 2006

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2006	Number of Employees who took Capped leave	Total number of capped leave available at 31 December 2006	Number of Employees as at 31 December 2006		
Lower skilled (Levels 1-2)	38	10	32	4	1 001	31		
Skilled (Levels 3-5)	9	2	39	4	1 313	34		





Highly skilled production (Levels 6-8)	17	3	39	5	1 986	51		
Highly skilled supervision (Levels 9-12)	96	14	36	7	1 747	48		
TOTAL	160	8	37	20	6 047	164		
Leave Payouts								
Reason	Total Amount (R'000)	Number of Employees	Average Payment per Employee (R)					
Capped leave payouts on termination of service for 2006/07	93	12	7 750					
Current leave payout on termination of service for 2006/07	1	2	500					
TOTAL	94	14	6 714					

5.10 HIV and AIDS & health promotion programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Mr A Josiah Manager: Human Resource Advice, o-ordination and Management
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and wellbeing 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. 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	
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		Occupational Health & Safety Committee was established
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	
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	
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.		X	
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.		X	



5.11 Labour relations

Collective Agreements			
Subject Matter	Date		
Not applicable			
Misconduct and Discipline Hearings Finalised			
Outcomes of disciplinary hearings	Number	Percentage of Total	Total
Verbal warning	9	65	14
Written warning	5	35	14
Final written warning	0	6	14
TOTAL	14	100	14
Types of Misconduct Addressed and Disciplinary Hearings			
Type of misconduct	Number	Percentage of Total	Total
Verbal warning	9	65	14
None			
TOTAL	0	0	0
Grievances Lodged			
Number of grievances addressed	Number	Percentage of Total	Total
Number of grievances resolved	8	100	8
Number of grievances not resolved	0	0	0
Number of grievances lodged	8	100	8
Disputes Lodged			
Number of disputes addressed	Number	% of total	
Upheld	0	0	
Dismissed	3	100	
Total	3		

Strike Actions			
Strike Actions			
Total number of person working days lost	–		
Total cost(R'000) of working days lost	0		
Amount (R'000) recovered as a result of no work no pay	0		
Precautionary Suspensions			
Precautionary Suspensions	–		
Number of people suspended	0		
Number of people whose suspension exceeded 30 days	0		
Average number of days suspended	0		
Cost (R'000) of suspensions	0		



5.12 Skills development

Training needs identified: 1 April 2006 to 31 March 2007

Occupational Categories	Gender	Number of employees as at 1 April 2006	Training needs identified at start of reporting period		
			Learnerships	Skills Programmes & other short courses	Other forms of training
Legislators, senior officials and managers	Female	12			
	Male	14			
Professionals	Female	27			
	Male	32			
Technicians and associate professionals	Female	3			
	Male	8			
Clerks	Female	93			
	Male	97			
Service and sales workers	Female	-			
	Male	-			
Skilled agriculture and fishery workers	Female	-			
	Male	-			
Craft and related trades workers	Female	-			
	Male	-			
Plant and machine operators and assemblers	Female	4			
	Male	3			
Elementary occupations	Female	2			
	Male	3			
Sub Total	Female	141			
	Male	157			
Total		298			

Refer to Annexure A



Code	Occupational category	Learning area	Type of learning programme	Number to be trained	Strategic training priority addressed	NQF aligned	NQF level
	Legislators, Senior Managers & Managers	Presidential Strategic Leadership SMS Competencies Advanced MDP Advanced ICT Marketing	Skills Programmes	9 26 13 13 13	Strategic Leadership Capability, Financial, Project, Knowledge & People Management & Empowerment, Service Delivery Innovation Analysis ICT Literacy Leadership Competency	Yes	6, 7 & 8
	Professionals	MMS Competencies Mentoring & Coaching Research Marketing Advanced ICT Financial Management for Non Financial Managers Course design & development Moderator Verifier Assessor Presentation & Facilitation Labour Relations Induction Government re-orientation Code of Conduct Management Development	Skills Programmes	33 20 20 12 20 20 4 4 4 20 20 10 20 64 30 32	Strategic Leadership, Financial, Project, & Service Delivery Innovation Analytical Skills Coordination Skills ICT Literacy	Yes	5, 6, 7 & 8





		Programmes Monitoring & Evaluation Management of discipline Performance Management System		30 30 30			No		
	Technicians & Associated Professionals	MMS Competencies Visual Basi.NET Visual Studio.NET ADO.NET Occupational Health & Safety Batho-Pele Principles	Skills Programmes Mandatory	2 4 4 4 10 10			Yes	5,6 & 7	
	Clerks	Customer Care Frontline Management ICT Records Management Office Management Office Administration Labour Relations Public Service induction Re-orientation Code of Conduct Supervisory skills Report writing Budgeting Supply Chain Management Asset Management LOGIS BAS Chief User	Skills Programmes Mandatory “ Skills Programmes Occupation specific	30 12 30 12 12 13 4 185 185 30 30 12 12 12 20 20 12			No Yes	4 & 5	

		Inventory Control Money & Banking Basic financial & accounting Occupational Health & Safety EAP Batho-Pele principles Performance Management System	Skills Programmes	12 3 12 12 30 185 185			Yes	4 & 5
	Plant & Machine Operators	Frontline Management Office Administration Customer care Diversity Management ICT Occupational Health & Safety EAP Batho-Pele principles	Skills Programmes	7 7 7 7 7 7 7 7			Yes	3 & 4
	Elementary Occupations	Hospitality Customer care Diversity Management Occupational Health & Safety EAP Basic spoken & written English Batho-Pele principles	Skills Programmes	6 6 6 6 6 6 6			Yes	2,3 & 4
Total				1699				



Training provided: 1 April 2006 to 31 March 2007

Occupational Categories	Gender	Number of employees as at 1 April 2006	Training needs identified at start of reporting period		
			Learnerships	Skills Programmes & other short courses	Other forms of training
Legislators, senior officials and managers	Female	12			
	Male	14			
Professionals	Female	27			
	Male	32			
Technicians and associate professionals	Female	3			
	Male	8			
Clerks	Female	93			
	Male	97			
Service and sales workers	Female	-			
	Male	-			
Skilled agriculture and fishery workers	Female	-			
	Male	-			
Craft and related trades workers	Female	-			
	Male	-			
Plant and machine operators and assemblers	Female	4			
	Male	3			
Elementary occupations	Female	2			
	Male	3			
Sub Total	Female	141			
	Male	157			
Total		298			

Refer to Annexure B



Occupational category	Male	Female	Training provided within the reporting period	Type of learning programme
Legislators, Senior Officials & Managers	-	1	Emotional Intelligence	Other
	2	2	Job Evaluation Panel	Short Course
	1	-	Monitoring & Evaluation	Skills Programme
	1	1	Project Khaedu	"
	1	-	Project Management	"
	1	-	Supply Chain Management	"
Professionals	1	3	Advanced Computer Skills	Skills Programme
	1	-	Anti Corruption	Short Course
	4	3	Emotional Intelligence	Other
	2	-	Financial Management for Non Financial Managers	Skills Programme
	3	4	Foundation Management Development Programme	Skills Programme
	1	-	Job Evaluation Panel	Short Course
	2	2	Integrated Management Development	Skills Programme
	-	1	Induction into the Public Service – Train-the- Trainer Programme	"
	3	1	Mentoring	Other
	5	1	Monitoring & Evaluation	Skills Programme
	2	-	Supply Chain Management	"
	2	2	Project Management	"
	1	-	Professional reporting / Report writing	Short Course
	1	-	Project Khaedu	Skills Programme
	3	1	PDMS	Other
Technicians & associate professionals	2	-	Project Management	Skills Programme
	-	1	Mentoring	Short Course





Clerks	12	13	Advanced Computer Skills Basic Computer Skills Frontline Management Office Administration (Basic) Professional reporting / Report writing Project Management	Skills Programme “ “ “ Short Course Skills Programme
Plant & machine operators & assemblers	-	-	-	-
Elementary occupations	-	-	-	-
Total	76	69		

5.13 Injury on duty

Injury on Duty			
Nature of injury on duty		Number	% of total
Required basic medical attention only		0	0
Temporary Total Disablement		1	50
Permanent Disablement		0	0
Fatal		1	50
Total		2	

5.14 Utilisation of consultants

Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Groundwork for the Investment Free State Agency	1	44	404 390,77
Co-ordination of the Flanders/ Free State Local Business Support centre	1	14	64 944,00
Investigation on various aspect of the Free State Training Institute	1	11	776,00
Reviewing of the Free State Growth and Development Strategy	6	120	43 613,40
Human Resource Development Strategy	4	98	228 000,00
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
5	13	287	1 779 748,17

Analysis of consultant appointments using appropriated funds, in terms of HDIs

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Groundwork for the Investment Free State Agency	100%	100%	1
Co-ordination of the Flanders/ Free State Local Business Support centre	100%	100%	1
Investigation on various aspect of the Free State Training Institute	100%	100%	
Reviewing of the Free State Growth and Development Strategy	0%	0%	0
Human Resource Development Strategy	0%	0%	0



Report on consultant appointments using Donor funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
Baseline study for the Job Creation Project	10	21	187 530.00

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
1	10	21	187 530.00

Analysis of consultant appointments using Donor funds, in terms of HDIs

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Baseline study for the Job Creation Project	0,0%	0,0%	0



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Glossary



APP	Annual Performance Plan
ASGISA	Accelerated Shared Growth Initiative of South Africa
BAS	Basic Accounting System
BPI	Business Process Improvement
CCPFSP	Co-ordinating Chamber of the Public Co-ordinating Bargaining Council for the Free State Province
CDW	Community Development Worker
CGFSP	Chamber of the General Public Service Sectoral Bargaining Council
CUT	Central University of Technology
DBSA	Development Bank of Southern Africa
DD	Deputy Director
DDG	Deputy Director General
DG	Director General
DLG&H	Department of Local Government and Housing
DME	Department of Minerals and Energy
DOL	Department of Labour
DPSA	Department of Public Service and Administration
DWAF	Department of Water Affairs and Forestry
EAP	Employee Assistance Programme
EE Plan	Employment Equity Plan
EPMDS	Employee Performance Management and



	Development System
EPWP	Extended Public Works Programme
EXCO	Executive Council (of the Free State Provincial Government)
FOHOD	Forum of Heads of Department
FRESPAG	Free State Society for Public Administration and Governance
FS	Free State
FSGDS	Free State Growth and Development Strategy
FSPG	Free State Provincial Government
FSTDI	Free State Training and Development Institute
G&A	Governance and Administration
GCIS	Government Communication and Information System
GDS	Growth and Development Strategy
GEMS	Government Employees Medical System
GEPF	Government Employees Pension Fund
GITOC	Government Information Technology Officers' Council
HOD	Head of Department
HR	Human Resource
HRMDS	Human Resource and Management Development Strategy
ICT	Information Communication Technology
IDCF	Interdepartmental Communication Forum
IDLRF	Interdepartmental Labour Relations Forum
IDP	Integrated Development Plan



IGR	Intergovernmental Relations
INDS	Integrated National Disability Strategy
ISRDP	Integrated Sustainable Rural Development Programme
IT	Information Technology
JCPS	Justice, Crime Prevention and Security
JE	Job Evaluation
JIPSA	Joint Initiative for Priority Skills Acquisition
LED	Local Economic Development
LGSETA	Local Government Service Education Training Authority
LISSCS	Local Inter-sectoral Steering Committees
LR	Labour Relations
MANCO	Management Committee
M&E System	Monitoring and Evaluation System
MDP	Management Development Programme
MEC	Member of the Executive Council
MIG	Municipal Infrastructure Grant
MISS	Minimum Information Security Standards
MPCC	Multi-purpose Community Centre
NCOP	National Council of Provinces
NGO/CBO	Non Governmental Organisation
NIA	National Intelligence Association
NQF	National Quality Framework
NSDF	National Spatial Development Perspective
OHS	Occupational Health and Safety



ORC	Office on the Rights of the Child
OSW	Office on the Status of Women
PCC	President's Coordinating Council
PCF	Premier's Coordinating Forum
PDM	Performance and Development Management
PDMS	Performance and Development System
PEAC	Premier's Economic and Advisory Council
PFMA	Public Finance and Management Act
PGDS	Provincial Growth and Development Strategy
PILIR	Policy and Procedure on Incapacity Leave and Ill health Retirement
PISSC	Provincial Inter-Sectoral Steering Committee
PMG	Paymaster General
POA	Programme of Action
PPPFA	Preferential Procurement Policy Framework Act
PROPAC	Public Accounts Committee
PSCC	Provincial Security Coordinating Committee
PSDF	Provincial Spatial Development Framework
PSETA	Public Service Education Training Authority
PSR	Public Service Regulations
SABC	South African Broadcasting Corporation
SALGA	South African Local Government Association
SAMDI	South African Management Development Institute
SASSA	South African Social Security Agency
SCM	Supply Chain Management

SDLC	System Development Life Cycle
SITA	State Information Technology Agency
SMME	Small-, Medium- and Micro Enterprise
SMS	Senior Management Service
TPCC	Technical President's Coordinating Council
URP	Urban Renewal Programme
WC	Ward Councillor
WSP	Workplace Skills Plan
ZCC	Zion Christian Church





Notes



