

Department of the Premier

Vote 1

To be appropriated by Vote in 2012/13	R253 113 000
Responsible MEC	Premier
Administrating Department	Department of the Premier
Accounting Officer	Director General

1. Overview

1.1 Vision

Leading the Free State Province towards service excellence

1.2 Mission

To provide strategic direction and to co-ordinate integrated service delivery within the Free State Provincial Government

1.3 Mandates, Core functions and Responsibilities of the Department of the Premier

Mandates

In terms of the Constitution, the Premier (supported by the Department), is responsible for:

- Implementing provincial legislation;
- Implementing national legislation in functional areas;
- Administering national legislation outside functional areas in the Province;
- Developing and implementing provincial policy;
- Co-ordinating the functions of the Provincial Administration and its departments; and
- Preparing and initiating provincial legislation.

Core functions and responsibilities

The core functions and responsibilities of the Department of the Premier relate to both the Department itself as well as to the broader Free State provincial government and can be summarized as follows:

- To ensure integrated governance and policy coordination;
- To facilitate and coordinate integrated planning, research, monitoring and evaluation;
- To provide effective and efficient administrative and support services to the Premier Executive Council and the Director General;
- To ensure sound financial management in the Department of the Premier;
- To provide strategic direction and render advice on human resource, organisational development and enhancement, and legal service matters;
- To provide strategic direction with regard to the effective utilisation of information technology and information communication technology;
- To provide strategic communication direction and ensure that the image of the FSPG and the Department of the Premier is held in good standing;
- To coordinate and advise on the implementation of major government programmes in the FSPG;
- To provide strategic direction, facilitate and coordinate special programmes; and
- To render efficient and effective Community Liaison and Participatory Democracy Services.

Key priorities

- Systematic provincial planning, policy and strategy development, alignment, reporting and review;
- Systematic provincial monitoring, evaluation and review;
- Effective governance and intergovernmental relations coordination;
- Strategic research initiatives, analysis and reviews;
- Systematic coordination of government programmes;
- Assistance and interventions rendered to citizens from calls to the Presidential Hotline
- Improve internal audit and risk management controls;
- Improve security and coordinate security management;
- Coordinate and monitor service delivery improvement plans;
- Economic diplomacy and regeneration in the Free State;
- Creation of an enabling environment for human resource management;
- Build provincial public service capacity;
- Provide strategic direction on matters related to organizational development;
- Improve service delivery through the effective and efficient utilization of ICT resources;
- Provide strategic direction and co-ordinate special programmes;
- Ensure participatory democracy through EXCO Meets the people campaigns;
- Provide strategic provincial communication services; and
- Implementation framework for 2nd Generation Thusong Service Centres.

Strategic policy direction

The Department plays a pivotal role in providing strategic leadership and coordinating direction to the entire Free State Provincial Government. It is a strategic driver for the creation of integrated governance and policy coordination for effective and efficient service delivery. Not only are existing and new policy directives given practical meaning, but also a wide range of government programmes, strategies and plans.

This means that existing mandates with regard to the above-mentioned key priorities will still be maintained. However, government's new policy direction, as determined by the outcomes priorities developed by the Presidency to give impetus to the priorities contained in the Elections Manifesto, the Medium-Term Strategic Framework and the ANC January 08 Statement, will influence the policy direction of this Department.

Legislation

- The Constitution of the Republic of South Africa 1996
- The Public Service Act, 1994 (Proclamation 103 of 1994) and the Public Service Regulations, 2001
- The Intergovernmental Relations Framework Act 2005 (Act No. 13 of 2005)
- The Public Finance Management Act, 1999 (Act No. 1 of 1999) and Treasury Regulation, 2005
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)

1. Review of the current financial year (2011/12)

Operation Hlasela has effected a meaningful impact in the lives of the Free State communities since its launch in 2008. The Operation Hlasela campaigns have enabled government to know conditions under which the communities live, to understand the plight of the poor and allowed the Free State Communities to direct the Provincial Government on how best their needs can be satisfied. The improved coordination and facilitation of joint planning and implementation initiatives and focusing of resources in identified localities have ensured that the impact of government programmes and projects are maximised.

A reshuffling of the Members of the Executive Council was announced during February 2012. The portfolios of Cooperative Governance, Traditional Affairs & Human Settlement and the Economic Development, Tourism and Environmental Affairs were affected.

The executive and senior management of the Department of the Premier experienced some change. The Head of Planning, Policy and Governance was seconded to Mangaung Metropolitan Municipality and Setsoto Local Municipality in an effort to provide capacity and support to Municipalities. The Chief Director IGR and Special Programmes was replaced. The Intervention Unit was strengthened with Community Liaison Officers and the Community Development District Coordinators. Vacant positions were filled especially within the Skills Development and the Free State Training and Development Institute.

The Department of the Premier put a concerted effort, through the Leadership of the Honourable Premier E.S Magashule and the Director General Ms. E. Rockman, to ensure that the issues raised by the Auditor General in the 2009/10 Financial year are adequately addressed by the management of the Department hence, the Department received a Clean Audit opinion by the Auditor General. The Audit Committee of the Department maintained its independence and has been effective in ensuring that the internal control environment of the Department is strengthened.

Some of the major achievements of the Department in collaboration with other provincial departments were Operation Hlasela-related achievements. Amongst many these include:

- The monitoring visits with a special focus on the implementation of government programmes and policies at Makgolokweng, Diatalawa, Sasolburg, Senekal, Petrus Steyn, Zastron among others.
- The Consultative meetings with the civil society, the Churches, the unemployed graduates, government bursary holders and general workers.
- The launch of the three transmitters at Memel, Hobhouse and Paul Roux
- The Rugby and Soccer Derbies to mark the National Reconciliation Day in the Free State.
- The Clean Audit opinion by the Auditor-General
- The Successful hosting of International and Local Dignitaries who attended the historic January 8 , 2012 Celebrations
- The affective Communication strategy of the Free State Provincial Government under the stewardship of the Department of the Premier.
- The second best performing Provincial Hotline in the country.
- The successful hosting of the Public Service Trainers Forum Conference.
- Support to Community Radio Stations
- Securing slots with the SABC and e-TV for coverage of the events and achievements of the Free State Provincial Government.
- Promoting Tourism initiatives such as the Bethlehem Air-show, the Cherry Festival and the F1 Powerboat in the Free State Province

The Premier's Support component, specifically the Intervention Unit, continued to render direct and indirect liaison services to the general public. The Intervention Unit records and manages the complaints and resolution processes of the Presidential Hotline and coordinates resolving of issues identified through the community liaison officers.

The Office of the Director General provided support to the Director General and enabled the Director General Office to fulfil its legislative mandate. Executive Secretariat Services component provided secretariat services to all Executive Council meetings.

The Internal Audit component fulfilled its internal audit function in the Department. In addition the component was tasked by the Director General to investigate and report on certain matters, including travel claims, as well as to conduct certain verification exercises. The component identified a deficiency in the internal control environment and new controls were recommended for implementation.

The Risk Management component finalised the Risk Management Plan for the Department and the Plan was circulated to all personnel. The Risk Management component profiled risks of the Department of the Premier and these were incorporated in the new five-year Strategic Plan of the Department as a requirement from the new guide of strategic plans.

The Security Management and Advice component fulfilled their obligations in providing support and assisting departments with transversal security matters.

The Institutional Enhancement component strengthened support to the entire province with regard to efforts to improve service delivery by providing requisite training to frontline personnel whilst the Finance and Supply Chain Management component exercised prudent financial management services for the Department.

Programme 2

Provides transversal functions to the provincial government. The Human Resource Advice and Organisational Development support services.

The Free State Training Development Institute moved from the Vista University to new premises but still managed to fulfil its functions and responsibilities.

The Organisational Development component ensured that PDMS for levels 1-12 for the financial year 2010/11 are finalised.

The Legal Services component provided legal services to the Premier and all provincial departments. This support was in the form of written and oral legal opinions.

The Communication Services component in collaboration with the Media Strategy and Community Liaison component successfully profiled the Department and the Province, both inside and outside the province.

Programme 3

Continued to give strategic direction at all levels within the Provincial Government. One of the highlights was the review of the Free State Growth and Development Strategy.

The Government Programme Implementation and Coordination component played an important role in the consolidation of strategic provincial issues, emanating from, *inter alia*, the State of the Province Address and Budget Vote Injunctions. As a result, a consolidated Provincial Programme of Action was developed against which departments have to report on a quarterly basis. As part of establishing base-lines, the component has also advanced the work in assessing the M&E capacity at local and district municipality level.

The Government Programme Coordination continued to coordinate major government programmes and played a major role in overseeing the implementation of the Local Government Turn-Around Strategy.

The Thusong Service Centres continued providing a central point where government services can be accessed and also rendered support for various projects, including the War on Poverty.

The introduction of the Operation Hlasela service delivery mechanism significantly changed the planning and coordination of service delivery in the Free State Province. This mechanism enabled the pulling together of all resources from government departments, state-owned enterprises, and business to implement Operation Hlasela projects that are targeted to enhance socio-economic status of communities within priority municipalities.

2. Outlook for the coming financial year (2012/13)

The Department's quest for service excellence is embodied in our vision and mission as stated in the Strategic Plan of the Department.

In line with policy mandates and recent developments, the Department will continue ensuring that all relevant and new policy mandates will be addressed. In fact, the focus will be on intensifying the Department's role in leading the Free State Province to Service Excellence and the achievement of the Election Manifesto of the ruling party.

Therefore the Department will again focus on the following three key responsibilities:

- Giving strategic direction
- Integrate service delivery and
- Coordinate service delivery

These three departmental key priorities will be the focus when interacting with all government spheres as well as the Private Sector. This means that all Provincial Departments, District and Local Municipalities as well as Parastatals, NGOs and the Private Sector will be targeted.

This Annual Performance Plan highlights our three strategic goals, which is in line with the mandate of our Department.

- To effectively support the Premier and the Executive Council to achieve government's goals and priorities
- To strategically guide and coordinate Provincial Departments with regard to transverse corporate support functions
- To integrate and align activities of Departments and municipalities towards the achievement of the goals and priorities of the Free State Provincial Government.

However, the plan reflects pertinently the Department's response in implementing activities which the Free State Provincial Government has recently developed in support of the twelve outcomes which emanated from the Manifesto, the Medium-Term Strategic Framework and the ANC January 08 Statement.

The twelve determined priority outcomes of government that primarily informs the strategies, programmes and projects of government are;

- Quality Basic Education
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe
- Decent employment through inclusive economic growth
- Skilled and capable workforce to support an inclusive growth path

- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlements and improved quality of households life
- Responsive, accountable, effective and efficient Local Government System
- Protect and enhance our environmental assets and natural resources
- Create a better South African, a better Africa and a better world
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

The Department plays a leading role in ensuring that priorities outcomes five, eleven and twelve are implemented. The activities developed in support of these three priorities outcomes are addressed in the service delivery measures and targets captured in the latter part of this document.

The Department has tasked its Provincial Monitoring and Evaluation Unit with the function to strategically support the Executive with the monitoring and evaluation of provincial performance in respect of national and provincial policy, strategy, programme and project implementation and the implementation of intervention programmes in line with applicable national legislation and frameworks such as the Government-Wide Monitoring and Evaluation strategy.

Furthermore, the National Department of Public Service and Administration has initiated the restructuring process of the Community Development Workers. This is aimed at strengthening the work of the CDW's and from April 2012 the CDW's will be reporting to the Premier's Office to enhance, bolster and improve the management of their work as community development workers.

The main purpose behind the transfer of CDW's is to ensure that communities still participate in government programmes, monitored by departments and provide communities of government development information.

4.1 Receipts and financing

Table 1.1: Summary of receipts: Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Equitable share	110 721	146 306	170 246	188 651	190 265	190 782	219 810	227 957	238 785
Conditional grants									
Departmental receipts	13 785	15 512	14 804	32 105	32 105	31 058	33 303	35 812	36 309
Total receipts	124 506	161 818	185 050	220 756	222 370	221 840	253 113	263 769	275 094

4.2 Summary of receipts

Table 1.2: Departmental receipts: Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Tax receipts									
Casino taxes									
Motor vehicle licences									
Sales of goods and services other than capital assets	2245	1944	3144	3202	5054	5054	3859	3998	4142
Transfers received					200	200			
Fines, penalties and forfeits									
Interest, dividends and rent on land	8	24	3	13	3	3	3	3	3
Sales of capital assets			6						
Transactions in financial assets and liabilities	321	976	192	148	405	405	171	177	183
Total departmental receipts	2 574	2 944	3 345	3 363	5 662	5 662	4 033	4 178	4 328

The departmental receipts are generated through the following sources:

- The in-house printing and sale of the Provincial Gazette and the Provincial Tender Bulletin;
- Donations received;
- Interest on outstanding debts;
- The sale of assets which became obsolete/ redundant; and
- Write –off of irrecoverable debts and losses.

The Interest and dividends on land was adjusted downwards over the MTEF due to a more efficient debt recovery function which lead to less interest earned.

5. Payment Summary

5.1 Key assumptions

The assumptions underpinning the basic foundation for developing the departmental budget are the following:

- Salary adjustment over the MTEF period caters for the salary increases of 5 per cent, 6 per cent and 5 per cent and the filling of additional posts and
- Average increase of 5.4 per cent for goods and services over the MTEF-period.
- Transfer of CDWs from the department of COGTA to the department of Premier. A total amount of R154.045 million over the MTEF was transferred to the department of Premier for the CDW's compensation of employees and R39 million for goods and services..

5.2 Programme summary

Table 1.3: Summary of payments and estimates: Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Administration	29 692	63 531	53 355	75 667	75 242	75 242	120 746	115 007	120 279
Institutional Developmet	41 442	48 127	74 231	97 441	98 038	98 038	84 825	96 395	100 300
Policy and Governance	51 414	45 723	57 464	47 648	49 090	49 090	47 542	52 393	54 515
Total payments and estimates: Premier	122 548	157 381	185 050	220 756	222 370	222 370	253 113	263 795	275 094

Programme 1 includes the Premier's projected remuneration payable as from 1 April 2012.

5.3 Summary of economic classification

Table 1.4: Summary of provincial payments and estimates by economic classification:Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Current payments	107 948	145 128	178 300	217 545	217 522	216 796	249 114	259 115	270 566
Compensation of employees	71 778	88 440	105 384	124 116	122 330	122 330	167 990	176 815	185 506
Goods and services	36 170	56 688	72 916	93 429	95 192	94 466	81 124	82 300	85 060
Interest and rent on land									
Transfers and subsidies to:	12 384	9 601	1 951	544	1 096	1 096	812	852	599
Provinces and municipalities			2						
Departmental agencies and accounts	11 578	7 161							
Universities and technikons									
Interest and rent on land									
Foreign governments and international organisations									
Public corporations and private enterprises	20		267						
Non-profit institutions	18		162	95	231	231	214	226	237
Households	768	2 440	1 520	449	865	865	598	626	362
Payments for capital assets	2 146	2 579	4 676	2 667	3 752	4 471	3 187	3 828	3 929
Buildings and other fixed structures									
Machinery and equipment	2 097	2 103	3 919	1 667	3 222	3 556	2 041	2 622	2 717
Heritage Assets					90	90	95	100	106
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	49	476	757	1 000	440	825	1 051	1 106	1 106
Payments for financial assets	70	73	123			7			
Total economic classification: Department of the Premier	122 548	157 381	185 050	220 756	222 370	222 370	253 113	263 795	275 094

5.4 Transfers

5.4.1 Transfers to public entities

Table 1.5: Summary of departmental transfers to public entities

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Free State Youth Commission	11 578	7 161							
Total departmental transfers to public entities	11 578	7 161							

Table 1.6: Summary of departmental transfers to other entities

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Kgotsotalang Intermediate farm School	10								
Po Leung Kuk	10								
Anola's schools	18								
Police, Roads and Transport			2						
Infrastructure Corporation Ltd			267						
ACODLTO			72						
SA Guide Dog association			90	95	95	95	100	105	
Non-profit institutions					136	136	114	121	237
Households	768	2 440	1 520	449	865	866	598	626	362
Total departmental transfers to NGOs	806	2 440	1 951	544	1 096	1 097	812	852	599

6. Programme description

6.1 Programme 1: Administration

The objective of programme 1 is to provide executive support to the Premier, Provincial Executive Council and the Director General in respect of strategic and operational management matters in fulfilling their legislative and over-sight function and in promoting good corporate governance.

The Programme consists of the following Sub-Programmes:

- Premier's Support
- Executive Council Support
- Director-General
- Financial Management

Table 1.7: Summary of payments and estimates: Programme 1 Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Premier Support	9 776	21 158	23 073	14 509	14 728	17 083	14 333	15 308	15 916
Executive Council support	1 683	3 634	2 552	2 786	2 815	2 815	2 827	3 055	3 191
Director General	8 015	25 247	13 066	40 951	40 083	37 728	86 713	78 278	82 759
Financial Management	10 218	13 492	14 664	17 421	17 616	17 616	16 873	18 366	18 413
Total payments and estimates: Programme 1: Administration	29 692	63 531	53 355	75 667	75 242	75 242	120 746	115 007	120 279

Table 1.8: Summary of provincial payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2010/11			2012/13	2013/14	2014/15
Current payments	29 548	60 558	51 273	75 082	74 396	74 354	120 222	114 462	119 575
Compensation of employees	20 031	28 591	37 511	44 179	41 354	41 354	82 874	87 443	91 666
Goods and services	9 517	31 967	13 762	30 903	33 042	33 000	37 348	27 019	27 909
Transfers and subsidies to:	22	989	353	200	333	333	58	58	142
Provinces and municipalities			2						
Provincial agencies and Funds			2						
Universities and technikons									
Public corporations and private enterprises	20								
Foreign governments and international organisations									
Non-profit institutions			72						
Households	2	989	279	200	333	333	58	58	142
Payments for capital assets	102	1 983	1 662	385	513	548	466	487	562
Buildings and other fixed structures									
Machinery and equipment	102	1 654	1 662	385	433	463	382	398	468
Cultivated assets									
Software and other intangible assets		329				5			
Land and subsoil assets									
Heritage assets					80	80	84	89	94
Specialised military assets									
Payments for financial assets	20	1	67			7			
Total economic classification: Administration	29 692	63 531	53 355	75 667	75 242	75 242	120 746	115 007	120 279

Description and objectives

Internal Audit

The component is responsible for audit accounting, financial and operating systems in the Department of the Premier. This is done by reviewing, measuring, and evaluating the effectiveness of these systems and control measures.

Security Management

The component provides strategic direction on security matters coordinates the activities of security managers in the FSPG and renders advice on matters related to security management in the Department of the Premier.

Institutional Enhancement

To provide strategic direction and co-ordinate activities of provincial departments on matters related to institutional enhancement.

Financial Management Services

To support the operational functioning of the Department of the Premier by ensuring compliance with the Public Finance Management Act, 1999 (Act No. 1 of 1999), Treasury Regulations and the provision of financial and administrative management services.

6.2 Programme 2: Institutional Development

Programme 2 strives to ensure the achievement of the objectives of Department of the Premier through:

- The provision and maintenance of well trained and capacitated human resources to ensure effective and efficient utilisation of human resources.
- Facilitating and coordinating the building of transverse capacity within the provincial government through training and skills development.
- Providing strategic direction and rendering advice on:
 - The functions of and organisational arrangements within the provincial government;
 - Employment and other personal practices, as well as human resource management and training;
 - Salaries and other conditions of service of offices;
 - Labour relation; and
 - Information management, information technology, public service transformation and reform.

The Programme also provides legal advice to the Premier, Members of the Executive Council, the Director-General, Heads of Department and other officials. This includes the drafting of legislation, litigation and the provision of an enabling environment to communicate important FSPG issues to the public, and management of a media strategy and promoting the image of the FSPG.

The Programme consists of the following sub-programmes:

- Strategic Human Resource
- Information Communication Technology
- Legal Services
- Communication Services

Table 1.9: Summary of payments and estimates: Programme 2 Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Strategic Human Resources	19 551	20 735	22 094	26 456	26 682	26 682	29 282	30 125	30 893
Information Communication Technology	8 180	7 352	6 574	26 921	27 023	27 023	15 682	18 085	19 088
Legal Services	4 190	6 141	6 642	6 634	6 670	6 670	6 714	7 347	7 672
Communication Services	9 521	13 899	38 921	37 430	37 663	37 663	33 147	40 838	42 647
Total payments and estimates: Programme (number and name)	41 442	48 127	74 231	97 441	98 038	98 038	84 825	96 395	100 300

Table 1.10: Summary of provincial payments and estimates by economic classification: Programme 2: Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Current payments	39 380	46 462	72 249	95 256	94 966	94 305	82 285	93 242	97 137
Compensation of employees	26 023	30 860	36 205	45 966	46 563	46 563	48 892	51 336	53 903
Goods and services	13 357	15 602	36 044	49 290	48 403	47 742	33 393	41 906	43 234
Transfers and subsidies to:	638	1 221	300	110	110	110	110	120	120
Provinces and municipalities									
Departmental agencies and accounts									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households	638	1 221	300	110	110	110	110	120	120
Payments for capital assets	1 378	380	1 644	2 075	2 962	3 623	2 430	3 033	3 043
Buildings and other fixed structures									
Machinery and equipment	1 329	245	915	1 075	2 522	2 803	1 379	1 927	1 937
Cultivated assets									
Software and other intangible assets	49	135	729	1 000	440	820	1 051	1 106	1 106
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payment for financial assets	46	64	38						
Institutional Development	41 442	48 127	74 231	97 441	98 038	98 038	84 825	96 395	100 300

Description and objectives

Human Resources Advice, Co-ordination and Management

This Directorate provides strategic direction and advice with regards to provincial human resource, labour relations, and employee wellness matters.

Free State Training and Development Institute

The strategic objective of the Free State Training and Development Institute is to facilitate the building of transverse capacity within the Free State.

Organizational Development

To provide strategic direction and advice on matters related to organizational development and institutional enhancement to the public service in the Free State and the Department of the Premier.

Information Technology

To improve service delivery through the effective and efficient utilisation of IT resources in the public service of the Free State and the Department of the Premier.

To provide transversal and Department specific legal advisory and support services.

Corporate Communication

To coordinate, facilitate and implement the provincial communication strategy through transversal and department- specific initiatives.

Community Liaison and Thusong Service Centres

The strategic objectives of the sub-programme are the establishment of Thusong Service Centres as vehicles/conduits for integrated government services, information and community development. This includes the dissemination of government policies, programmes, and projects, and provision of essential government services.

Through community liaison, the sub-programme brings government into face-to-face interaction with communities to explain and account on policies, programmes and projects. It creates opportunities for communities to engage government on governance issues that impact on their lives and development.

Media Strategy and Liaison

The Directorate Media Strategy and Liaison is inter-alia responsible for the co-ordination of the Government Media Strategy at all levels. This requires the establishment of appropriate structures to do this co-ordination but also to deal with day-to-day issues emanating from media.

6.3 Programme 3: Policy and Governance

This Programme is the epicentre of provincial policy coordination and strategic direction. The programme houses the critical objectives of provincial policy, research, planning and cluster management as well as the facilitation of comprehensive monitoring and evaluation services within the Government Wide Monitoring and Evaluation Framework; In addition, special programmes and inter-governmental relations are facilitated and implemented through this programme.

The Programme consists of the following sub-programmes;

- Special Programmes (Unit on women, Children and People with Disabilities)
- Intergovernmental Relations
- Provincial Policy Management

Table 1.11: Summary of payments and estimates: Programme 3 Policy and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Special Programmes	19 147	19 088	19 415	19 091	20 246	20 246	18 605	20 921	21 072
Intergovernmental Relation	4 760	4 912	5 149	6 145	6 180	6 180	6 074	6 894	7 198
Provincial policy Management	27 507	21 723	32 900	22 412	22 664	22 664	22 863	24 578	26 245
Sub-programme n: (name)									
Total payments and estimates: Programme (number anc	51 414	45 723	57 464	47 648	49 090	49 090	47 542	52 393	54 515

Table 1.12: Summary of provincial payments and estimates by economic classification: Programme 3: Policy and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Current payments	39 020	38 108	54 778	47 207	48 160	48 137	46 607	51 411	53 854
Compensation of employees	25 724	28 989	31 668	33 971	34 413	34 413	36 224	38 036	39 937
Goods and services	13 296	9 119	23 110	13 236	13 747	13 724	10 383	13 375	13 917
Transfers and subsidies to:	11 724	7 391	1 298	234	653	653	644	674	337
Provinces and municipalities									
Departmental agencies and accounts	11 578	7 161							
Interest									
Public corporations and private enterprises			267						
Non-profit institutions	18		90	95	231	231	214	226	237
Households	128	230	941	139	422	422	430	448	100
Payments for capital assets	666	216	1 370	207	277	300	291	308	324
Buildings and other fixed structures									
Machinery and equipment	666	204	1 342	207	267	290	280	297	312
Cultivated assets									
Software and other intangible assets		12	28						
Land and subsoil assets									
Heritage assets					10	10	11	11	12
Specialised military assets									
Payments for financial assets	4	8	18						
Policy and Governance	51 414	45 723	57 464	47 648	49 090	49 090	47 542	52 393	54 515

Description and objectives

Special Programmes

The objectives are the development and implementation of transverse special programmes policies and strategies and management of special programmes events in the province. This is achieved by facilitating the implementation and monitoring of Gender, Disability, Children, and HIV and AIDS programmes through the following units; the Office on the Status of Women, the Office on the Status of Disabled People, the Office on the Rights of the Child and the HIV and AIDS Monitoring and Evaluation Unit.

Intergovernmental Relations

The sub-programme coordinates intergovernmental relations between the FSPG and other spheres of government by effective international relations, effective coordination and management of official development assistance (this unit is not yet established) and provision of protocol services.

Provincial Strategic Planning, Policy and Research

The objectives of the sub-programme are the development and management of the departmental strategic plan and processes. This include strategic planning systems implementation, and the development, management, alignment and review of provincial policies and strategies. The sub-programme is also responsible for coordination and management of quality applied research services and integrated planning initiatives as well as the coordination and management of the provincial cluster system is also accommodated in this sub-programme.

Performance Monitoring and Evaluation

The objectives of the sub-programme are the coordination and implementation of monitoring and evaluation systems and processes, both departmental-specific and transversal, in line with the determined policies and frameworks, including the Government-Wide Monitoring and Evaluation Framework, the Outcomes Approach policy of government and the Provincial Priority Outcome Plan.

Government Programme Coordination

To strive for the realization of the predetermined objectives and goals of Free State Growth and Development Strategy through coordination and determining the impact of major government programme implementation.

7. Other programme information

7.1 Personnel numbers and costs

Table 1.13: Personnel numbers and costs¹: Department of the Premier

Personnel numbers	As at 31 March 2008	As at 31 March 2009	As at 31 March 2010	As at 31 March 2011	As at 31 March 2012	As at 31 March 2013	As at 31 March 2014
1. Administration	82	85	79	90	382	384	388
2. Institutional Development	114	116	129	134	174	178	180
3. Policy and Governance	110	110	128	124	126	123	125
Total personnel numbers	306	311	336	348	682	685	693
Total provincial personnel cost (R thousand)	61 597	71 778	88 440	116 637	124 116	130 322	137 447
Unit cost (R thousand)	201	250	263	335	182	190	198

1. Full-time equivalent

Table 1.14: Summary of departmental personnel number and costs

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Total for province									
Personnel numbers (head count)	306	311	336	348	348	348	682	685	693
Personnel cost (R thousands)	71 778	88 440	5 384	124 116	122 330	122 330	180 990	189 815	198 506
Human resources component									
Personnel numbers (head count)	45	45	45	45	45	45	47	48	51
Personnel cost (R thousands)	8214	8214	8750	9020	9020	9020	9150	9280	9790
Head count as % of total for province	15%	14%	13%	13%	13%	13%	7%	7%	7%
Personnel cost as % of total for province	11%	9%	9%	7%	7%	7%	5%	5%	5%
Finance component									
Personnel numbers (head count)	34	34	36	37	37	37	37	37	39
Personnel cost (R thousands)	7040	8572	10540	11120	11120	11120	11676	12318	12995
Head count as % of total for province	11%	11%	10%	11%	11%	11%	5%	5%	6%
Personnel cost as % of total for province	10%	10%	9%	9%	9%	9%	6%	6%	7%
Full time workers									
Personnel numbers (head count)	284	224	243	267	267	267	624	626	631
Personnel cost (R thousands)	66 547	76 613	84 201	98 351	98 351	98 351	112 102	118 697	125 225
Head count as % of total for province									
Personnel cost as % of total for province									
Contract workers									
Personnel numbers (head count)	22	87	93	81	81	81	58	59	62
Personnel cost (R thousands)	5231	5230	32436	25765	25765	25765	18220	18750	19781
Head count as % of total for province									
Personnel cost as % of total for province									

7.3.2 Training

Table 1.14(a): Payments on training: Department of the Premier .

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
R thousand									
Programme 2: Institutional Development									
Payments on tuition	251	483	490	990	990	990	1 036	1 088	1 088
Total payments on training: Department of the Premier	251	483	490	990	990	990	1 036	1 088	1 088

Table 1.14(b): Information on training:

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Number of staff									
Number of personnel trained	60	254	392	300	300	300	300	300	300
<i>of which</i>									
Male	30	98	178	150	150	150	150	150	150
Female	20	156	214	150	150	150	150	150	150
Number of training opportunities									
<i>of which</i>									
Tertiary									
Workshops	5			6	6	6	6	6	6
Seminars				4	4	4	4	4	4
Other	10			6	6	6	6	6	6
Number of bursaries offered	2			20	20	20	20	20	20
External									
Internal									
Number of interns appointed				10	10	10	10	10	10
Number of learnerships appointed				10	10	10	10	10	10
Number of days spent on training				10	10	10	10	10	10

ANNEXURE TO THE ESTIMATES OF PROVINCIAL REVENUE & EXPENDITURE

Table B.1: Specification of receipts: Department of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Tax receipts									
Motor vehicle licences									
Sales of goods and services other than capital assets									
Sale of goods and services produced by department (exclud	2 245	1 944	3 144	3 202	5 054	5 054	3 859	3 998	4 142
Sales by market establishments									
Administrative fees									
Of which									
Health patient fees									
Provincial Gazette and tender Bulletin	2 237	1 932	3 136	3 187	5 045	5 045	3 856	3 994	4 137
Other (Specify)									
Sales of scrap, waste, arms and other used current goods (€	8	12	8	15	9	9	3	4	5
Transfers received from:									
Other governmental units									
International organisations									
Public corporations and private enterprises									
Households and non-profit institutions									
Fines, penalties and forfeits									
Interest, dividends and rent on land	8	24	3	13	3	3	3	3	3
Interest	8	24	3	13	3	3	3	3	3
Dividends									
Rent on land									
Sales of capital assets			6						
Land and sub-soil assets									
Other capital assets			6						
Transactions in financial assets and liabilities	321	976	192	148	405	405	171	177	183
Total departmental receipts	2 574	2 944	3 345	3 363	5 462	5 462	4 033	4 178	4 328

Table B2.: Payments and estimates by economic classification: Department of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2008/09	2010/11			2012/13	2013/2014	2014/2015
Current payments	221 677	145 128	178 300	217 545	217 522	216 796	249 114	259 115	270 566
Compensation of employees	185 507	88 440	105 384	124 116	122 330	122 330	167 990	176 815	185 507
Salaries and wages	62 360	76 992	92 137	108 055	107 522	108 272	147 614	155 348	162 200
Social contributions	9 418	11 448	13 247	16 061	14 808	14 058	20 376	21 467	23 307
Goods and services	36 170	56 688	72 916	93 429	95 192	94 466	81 124	82 300	85 059
<i>of which:</i>									
<i>Catering</i>	6 940	2 736	3 560	3 922	3 196	3 253	2 177	2 170	2 473
<i>Communication</i>	3 248	4 130	2 275	12 364	2 640	3 085	2 583	3 648	3 469
<i>Audit Fees:Ext perform Audit</i>	1 800	345	565	1 229	3 018	3 094	1 746	1 846	2 080
<i>Leases</i>	1 263	595	783	1 391	268	1 467	2 264	2 386	2 556
Financial transactions in assets and liabilities	70	73	123			7			
Unauthorised expenditure									
Transfers and subsidies to:	12 384	9 601	1 951	544	1 096	1 096	812	852	599
Provinces and municipalities			2						
Provinces			2						
Provincial Revenue Funds			2						
Provincial agencies and funds									
Municipalities									
Municipalities									
<i>of which: Reginal service council levies</i>									
Municipal agencies and funds									
Departmental agencies and accounts	11 578	7 161							
Social security funds									
Departmental agencies(non-business entities)	11 578	7 161							
Universities and technikons									
Public corporations and private enterprises	20		267						
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers	20		267						
Foreign governments and international organisations									
Non-profit institutions	18		162	95	231	231	214	226	237
Households	768	2 440	1 520	449	865	865	598	626	362
Social benefits									
Other transfers to households	768	2 440	1 520	449	865	865	598	626	362
Payments for capital assets	2 146	2 579	4 676	2 667	3 752	4 471	3 187	3 828	3 929
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	2 097	2 103	3 919	1 667	3 222	3 556	2 041	2 622	2 717
Transport equipment									
Other machinery and equipment	2 097	2 103	3 919	1 667	3 222	3 556	2 041	2 622	2 717
Heritage assets					90	90	95	100	106
Software and other intangible assets	49	476	757	1 000	440	825	1 051	1 106	1 106
Land and subsoil assets									
Total economic classifications	236 277	157 381	185 050	220 756	222 370	222 370	253 113	263 795	275 094

Table B.3: Payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Current payments	29 548	60 558	51 118	75 082	74 396	74 354	120 222	114 462	119 575
Compensation of employees	20 031	28 591	37 511	44 179	41 354	41 354	82 874	87 443	91 666
Salaries and wages	17 405	24 874	32 811	37 650	36 116	36 270	72 556	76 537	79 448
Social contributions	2 626	3 717	4 700	6 529	5 238	5 084	10 318	10 906	12 218
Goods and services	9 517	31 967	13 607	30 903	33 042	33 000	37 348	27 019	27 909
<i>of which</i>									
Catering Departmental activities	655	788	945	1 209	781	916	572	588	808
Communication	1 621	1 387	1 223	1 573	1 808	1 809	880	1 855	1 757
Inventory, Consultants, Advertising, Contractors & Outsourced S	7 241	29 792	11 439	28 121	30 453	30 275	35 896	24 576	25 344
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies to¹:	22	989	381	200	333	333	58	58	142
Public corporations and private enterprises ⁵	20		2						
Provinces and municipalities			2						
Public corporations									
Other transfers	20								
Non-profit institutions			72						
Households	2	989	307	200	333	333	58	58	142
Social benefits									
Other transfers to households	2	989	307	200	333	333	58	58	142
Payments for capital assets	102	1 983	1 789	385	513	548	466	487	562
Machinery and equipment									
Other machinery and equipment	102	1 654	1 662	385	433	463	382	398	468
Heritage Assets					80	80	84	89	94
Software and other intangible assets		329				5			
Payments for financial assets	20	1	67			7			
Total economic classification: Programme 1: Administration	29 692	63 531	53 355	75 667	75 242	75 242	120 746	115 007	120 279

Table B.4: Payments and estimates by economic classification: "Goods and Services level 4 items" to be included in Table B.3

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Current payments									
Goods and services	6 185	28 068	10 629	29 609	25 574	25 354	21 995	10 832	11 524
Administrative fees		40	132	77	143	161	169	179	189
Advertising		8 222		62	4 962	4 521	274	200	578
Assets <R5000		252	241	218	321	331	349	364	513
Audit cost: External	1 177	2 452	2 243	2 158	1 152	1 143	1 664	1 336	1 056
Bursaries (employees)	-			216					
Catering: Departmental activities	655	788	945	1 209	781	916	572	588	808
Communication	1 621	1 387	1 223	1 573	1 808	1 809	880	1 855	1 757
Computer services		50	26	11	63	120	115	123	129
Cons/prof:business & advisory services		4 916	852	137	2 001	1 171	555	493	587
Cons/prof: Infrastructure & planning				743					
Cons/prof: Laboratory services									
Cons/prof: Legal cost					1	1			
Contractors		7 592	936	1 685	4 871	5 122	3 044	2 546	2 456
Agency & support/outsourced services		260	263	20 076	8 603	8 981	13 456	2 168	2 401
Entertainment					8	8	8	9	9
Government motor transport	519	942			12	23	24	26	27
Housing									
Inventory: Food and food supplies	200	90	50	58	113	121	113	119	126
Inventory: Fuel, oil and gas			9	1	14	16	17	18	20
Inventory:Learn & teacher support material									
Inventory: Raw materials		11	33	31	14	14	16	22	19
Inventory: Medical supplies				2		2	2	2	2
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	300	25	18	10	25	23	25	32	33
Inventory: Stationery and printing	1 263	672	712	580	580	712	601	635	691
Owned & leasehold property expenditure	450	206	360	740	102	159	111	117	123
Transport provided dept activity		163	2 586	22					
Travel and subsistence									
Training & staff development									
Operating expenditure									
Venues and facilities									
Printing and publications									
Other (Specify)									
.....									
Total economic classification: Programme 1: Administration									

Table B.3: Payments and estimates by economic classification: Programme 2: Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Current payments	39 380	46 462	72 249	95 256	94 966	94 305	82 285	93 242	97 137
Compensation of employees	26 023	30 860	36 205	45 966	46 563	46 563	48 892	51 336	53 903
Salaries and wages	22 608	26 653	31 765	40 532	40 786	40 919	42 826	44 967	47 216
Social contributions	3 415	4 207	4 440	5 434	5 777	5 644	6 066	6 369	6 687
Goods and services	13 357	15 602	36 044	49 290	48 403	47 742	33 393	41 906	43 234
<i>of which</i>									
<i>Catering Departmental activities</i>	1 685	340	1 154	313	1 303	1 282	434	346	362
<i>Communication</i>	1 227	2 220	780	10 247	620	707	1 481	1 558	1 464
<i>Inventory, Consultants, Advertising, Contractors & Outsourced Services</i>	10 445	13 042	34 110	38 730	46 480	45 753	31 478	40 002	41 408
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies to¹:	638	1 221	300	110	110	110	110	120	120
Public corporations and private enterprises ⁵									
Public corporations									
Other transfers									
Non-profit institutions									
Households	638	1 221	300	110	110	110	110	120	120
Social benefits									
Other transfers to households	638	1 221	300	110	110	110	110	120	120
Payments for capital assets	1 378	380	1 644	2 075	2 962	3 623	2 430	3 033	3 043
Machinery and equipment									
Other machinery and equipment	1 329	245	915	1 075	2 522	2 803	1 379	1 927	1 937
Software and other intangible assets	49	135	729	1 000	440	820	1 051	1 106	1 106
Payments for financial assets	46	64	38						
Total economic classification: Programme 2: Institutional Development	41 442	48 127	74 231	97 441	98 038	98 038	84 825	96 395	100 300

Table B.4: Payments and estimates by economic classification: "Goods and Services level 4 items" to be included in Table B.3

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Current payments									
Goods and services	13 357	15 602	36 044	49 290	48 403	47 742	33 393	41 906	43 234
Administrative fees		32	46		208	187			
Advertising	2 500	2 922	4 709	1 055	5 610	3 311	3 115	447	386
Assets <R5000	1 500	69	226	890	1 849	2 073	505	540	574
Audit cost: External					64	59			
Bursaries (employees)	20	7					1 000	1 000	1 000
Catering: Departmental activities	1 685	340	1 154	313	1 303	1 282	434	346	362
Communication	1 227	2 220	780	10 247	620	707	1 481	1 558	1 464
Computer services	800	631	8	3 305	3 901	3 623	2 724	3 271	3 353
Cons/prof.business & advisory services	1 550	1	428	21	22	52	22	23	24
Cons/prof: Infrastructre & planning		6							
Cons/prof: Legal cost		2 509	1 431	2 047	1 315	305	1 647	2 025	2 083
Contractors		3 478	12 193	21 321	19 237	20 886	10 306	10 843	11 525
Agency & support/outsourced services		46	41	57	215	236	61	64	67
Entertainment	150								
Government motor transport	100								
Housing									
Inventory: Food and food supplies		21	249	254	114	137	78	87	95
Inventory: Fuel, oil and gas			3	5			5	6	6
Inventory:Learn & teacher support material									
Inventory: Raw materials		5	19	36	4	9	38	41	43
Inventory: Medical supplies				9	6	6			
Inventory: Other consumables	250	236	61	91	451	468	106	111	106
Inventory: Stationery and printing	674	271	463	442	926	938	439	483	464
Lease payments	502	141	382	311	95	403	2 078	2 189	2 349
Owned & leasehold property expenditure					38	38			
Transport provided dept activity		20	19	20	-	224	20	22	23
Travel and subsistence	500	1 160	630	5 445	2 172	1 998	2 922	5 954	6 132
Training & staff development		483	1 583	291	472	821	483	761	388
Operating expenditure	1 099	388	9 249	2 160	9 360	9 297	5 369	11 538	12 158
Venues and facilities	800	616	2 370	970	421	682	560	597	632

Table B.3: Payments and estimates by economic classification: Programme 3: Policy & Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Current payments	39 020	38 108	54 778	47 207	48 160	48 136	46 606	51 411	53 854
Compensation of employees	25 724	28 989	31 668	33 971	34 413	34 413	36 224	38 036	39 937
Salaries and wages	22 347	25 465	27 561	29 873	30 620	31 083	32 232	33 844	35 536
Social contributions	3 377	3 524	4 107	4 098	3 793	3 330	3 992	4 192	4 402
Goods and services	13 296	9 119	23 110	13 236	13 747	13 723	10 382	13 375	13 917
of which									
Catering, Departmental activities	4 600	1 608	1 461	2 400	1 113	1 270	1 171	1 236	1 303
Communication	400	523	273	544	211	157	222	235	248
Inventory, Consultants, Advertising, Contractors & Outs	8 296	6 988	21 376	10 292	12 423	12 296	8 989	11 904	12 366
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies to¹:	11 724	7 391	1 271	234	653	654	644	674	337
Departmental agencies and accounts	11 578	7 161	267		113				
Social security funds									
Entities - Free State Youth Commission	11 578	7 161							
Other transfers			267		113				
Non-profit institutions	18		90	95	136	231	95	100	105
Households	128	230	914	139	404	423	549	574	232
Social benefits									
Other transfers to households	128	230	941	139	404	423	549	574	232
Payments for capital assets	666	216	1 371	207	277	300	291	308	324
Machinery and equipment									
Heritage Assets					10	10	11	11	12
Other machinery and equipment	666	204	1 342	207	267	290	281	297	312
Software and other intangible assets		12	28						
Payments for financial assets	4	8	18						
Total economic classification: Programme 3: Policy & Go	51 414	45 723	57 464	47 648	49 090	49 090	47 542	52 393	54 515

Table B.4: Payments and estimates by economic classification: "Goods and Services level 4 items" to be included in Table B.3

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Current payments	—								
Goods and services	13 296	9 119	23 110	13 236	13 747	13 723	10 383	13 376	13 917
Administrative fees		13	12	16	135	135	143	151	159
Advertising	395	255	1 421	603	423	443	445	469	495
Assets <R5000	300	24	97	121	848	740	892	942	993
Audit cost: External		419			35	35	37	39	41
Bursaries (employees)		389							
Catering: Departmental activities	4 600	1 608	1 461	2 400	1 113	1 270	1 171	1 236	1 303
Communication	400	523	273	544	211	157	222	235	248
Computer services	-	12	36		11	237	12	12	13
Cons/prof:business & advisory services	1 600	373	7 155	1 871	2 355	2 426	1 751	1 950	2 487
Cons/prof: Infrastructure & planning		622							
Contractors		1 298	7 402	1 229	2 386	2 414	1 325	2 357	2 388
Agency & support/outsourced services		4	470	178	164	163	173	182	192
Entertainment					15	25	16	17	18
Government motor transport	454								
Inventory: Food and food supplies		26	23	176	64	73	68	72	75
Inventory: Fuel, oil and gas			11		16	26	17	18	19
Inventory: Raw materials		7	6	14	38	37	40	42	45
Inventory: Medical supplies			1	1	9	9	9	10	11
Medsas inventory interface				1					
Inventory: Other consumables	160	3	178	389	173	226	182	192	202
Inventory: Stationery and printing	220	256	238	908	447	584	471	497	524
Lease payments	311	248	42	340	72	226	75	80	84
Owned & leasehold property expenditure					5	5	6	6	6
Transport provided dept activity		19		422	56	56	59	62	66
Travel and subsistence	1 370	2 079	3 691	2 524	3 735	3 118	1 837	3 294	2 954
Training & staff development					25	25	27	28	30
Operating expenditure		621	226	816	348	349	365	386	407
Venues and facilities	3 486	320	368	683	1 062	944	1 040	1 098	1 158

Table B.7: Detailed financial information for public entities**Table B.7: Financial summary for the Free State Youth Commission.**

R thousand	Outcome			Revised estimate 2011/12	Medium-term estimates		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Revenue							
Tax revenue							
Non-tax revenue	364	1					
Sale of goods and services other than capital assets		1					
<i>Of which:</i>							
Admin fees		1					
Other non-tax revenue	364						
Transfers received	14 380	7 161					
Sale of capital assets							
Total revenue	14 744	7 162					
Expenses							
Current expense	16 982	5 577					
Compensation of employees	6 586	2 464					
Goods and services	9 948	2 856					
Depreciation	211	59					
Interest, dividends and rent on land	237	198					
Interest	237	198					
Rent on land							
Adjustments to Fair Value							
Transfers and subsidies							
Total expenses	16 982	5 577					
Surplus / (Deficit)	(2 238)	1 585					

Table B.7: Financial summary for the Free State Youth Commission.

R thousand	Outcome			Revised estimate 2011/12	Medium-term estimates		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	(2 238)	1 584					
Adjustments for:							
Depreciation	211	59					
Interest	237	198					
Net (profit) / loss on disposal of fixed assets	21	2					
Other		508					
Operating surplus / (deficit) before changes in working capital	(1 769)	2 351					
Changes in working capital	1 437	(1 766)					
(Decrease) / increase in accounts payable	1 351	52					
Decrease / (increase) in accounts receivable	86	(1 818)					
(Decrease) / increase in provisions							
Cash flow from operating activities	570	386					
Transfers from government							
Of which: Capital							
: Current							
Cash flow from investing activities	(471)						
Acquisition of Assets	(576)						
Other flows from Investing Activities	105						
Cash flow from financing activities	242	(295)					
Net increase / (decrease) in cash and cash equivalents	799	92					

Table B.7: Financial summary for the Free State Youth Commission.

R thousand	Outcome			Revised estimate 2011/12	Medium-term estimates		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Balance Sheet Data							
Carrying Value of Assets	963						
Investments							
Cash and Cash Equivalents	16						
Receivables and Prepayments	85						
Inventory							
TOTAL ASSETS	1 064						
Capital & Reserves	(1 626)						
Borrowings	437						
Post Retirement Benefits							
Trade and Other Payables	2 253						
Provisions							
Managed Funds							
TOTAL EQUITY & LIABILITIES	1 064						
Contingent Liabilities	37 336	37 050					

Table B.7.1: Summary of departmental transfers to other entities

R thousand	Sub Programme	Outcome			Main appropriation 2011/12	Adjusted appropriation	Revised estimate	Medium-term estimates		
		2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Kgotsofalang Intermediate Farm School	Premier Support	10								
Po Leung Kuk	Premier Support	10								
Angola's school	Special Programmes	18								
PRT	Financial Management			2						
Infrastructure Corporation Ltd.	Policy and Governance			267						
ACODLTO	Premier Support			72						
SA Guide Dog association	Special Programmes			90	95	95	95	100	105	
Non-profit institutions	Special Programmes					136	136	114	121	237
Households	All sub-programmes	768	2 440	1 520	449	865	866	598	626	362
Total departmental transfers to other entities		806	2 440	1 951	544	1 096	1 097	812	852	599