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# DEPARTMENT OF THE PREMIER

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## Strategic and Performance Plan for 2005/06– 2009/10



6 April 2005

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Presented to the Free State Provincial Treasury

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## **FOREWORD: PREMIER**

One of the major commitments of government is to improve on the implementation of government programmes. Only through effective and efficient implementation of government programmes will we be able to reduce poverty, create jobs and ensure security and comfort for all. The co-ordination and monitoring of the effective and efficient implementation of government programmes is therefore a major challenge that can only be achieved if all provincial departments share the same vision of a unified, prosperous Free State that fulfils the needs of all the people.

To create that shared vision it is of utmost importance that information regarding the implementation of government programmes including challenges and progress are compiled and analysed. It is only through proper information on implementation that decisions can be taken to improve on government's service delivery. To allow the Department of the Premier to co-ordinate and monitor the key government programmes, a policy co-ordination, monitoring and evaluation mechanism was established at the nerve centre of government. This will be strengthening the Department of the Premier to ensure that:

- Effective co-ordination, evaluation and monitoring of progress on the implementation of policy and government programmes take place.
- Constant feedback is provided from communities and stakeholders on government service delivery
- Government and Executive Council decisions are effectively implemented; and
- An early warning system is in place that will indicate any deficiencies in the implementation of programmes.

The aim with the strategic objectives and targets that were identified for the Department of the Premier is to give effect to the legal mandate of the department to co-ordinate the actions of departments and to provide strategic direction. The strategic objective as identified will contribute to the successful co-ordination, monitoring and above all implementation of government programmes that will improve the lives of all the citizens of the Free State.

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**PREMIER: FREE STATE PROVINCE**

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**DATE**

## OVERVIEW OF THE STRATEGIC PLAN: HEAD OF DEPARTMENT

One of the key responsibilities of the Department of the Premier is to support the Premier in governing the Free State Province. In doing so, the Department of the Premier's Strategic Plan for the period from 1 April 2005 to 31 March 2010 endeavours to further improve on integrated and co-ordinated government services in the Free State Province.

After the general elections in April 2004 the new Premier, the honourable B. Marshoff, took over the leadership role for the Free State Province and she immediately made available a ten point plan for the Province. In this ten-point plan Free State Provincial Government committed itself to:

- Developing an efficient and caring Local Government
- Creating a caring Provincial Government
- Providing comprehensive care and assistance to vulnerable school going children
- Skills development for a better performing economy
- Growing the economy
- Infrastructure development
- Development of tourism
- Increased agriculture production
- A reliant and Healthy Free State
- Good governance and administration

The Department of the Premier is has the responsibility of assisting Government with this commitment through co-ordination, leadership and monitoring of progress with government programmes.

Through this Strategic Plan we aim to continuously improve the delivery of our services and to strengthen our co-ordination of transversal government activities at the nerve centre of government in the interest of our clients, the community of the Free State.

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***DIRECTOR GENERAL: FREE STATE PROVINCIAL GOVERNMENT***

***DATE:*** \_\_\_\_\_

# **PART A**

## **STRATEGIC OVERVIEW**

### **POLICY STATEMENT**

The strategic position that has been captured in this document provides direction and determines the priorities of the Department. This plan is in line with the legal mandate of this Department as spelled out in the Public Service Act and the provisions of the Medium Term Expenditure Framework (MTEF).

### **VISION**

**LEADING THE FREE STATE PROVINCE TOWARDS  
SERVICE EXCELLENCE**

### **MISSION**

**TO PROVIDE STRATEGIC DIRECTION AND TO CO-ORDINATE  
INTEGRATED SERVICE DELIVERY WITHIN THE FREE STATE  
PROVINCIAL GOVERNMENT**

## VALUES

*Realizing that our organizational vision and mission calls for a review of our values, we jointly submit to the following values:*

VALUES	BEHAVIOUR DEMONSTRATED
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Showing recognition and appreciation</li> <li>Being supportive</li> <li>Communicating effectively</li> <li>Visionary</li> </ul>
<b>Customer Care</b>	<ul style="list-style-type: none"> <li>Meeting / exceeding expectations</li> <li>Displaying a positive attitude</li> <li>Responsive to our clients</li> <li>Delivering quality work</li> <li>Reasonably accessible</li> <li>Being courteous</li> </ul>
<b>Honesty and Integrity</b>	<ul style="list-style-type: none"> <li>Transparent</li> <li>Fair treatment of all</li> <li>Ethical behaviour towards all</li> </ul>
<b>Teamwork and Trust</b>	<ul style="list-style-type: none"> <li>Team building orientated</li> <li>Participative / consultative decision-making</li> <li>Confident</li> <li>Reliable</li> <li>Respecting differences</li> <li>Sharing ideas and information</li> </ul>
<b>Professionalism</b>	<ul style="list-style-type: none"> <li>Accountable</li> <li>Knowledgeable</li> <li>Knowing best practices in area of responsibility</li> <li>Punctual</li> </ul>

## SECTORAL SITUATION ANALYSIS

### SUMMARY OF SERVICE DELIVERY ENVIRONMENT AND CHALLENGES

The Department of the Premier is faced with the enormous challenge of ensuring that the services of provincial departments are rendered in a focused and integrated manner, and that provincial departments are empowered in meeting the needs of the community. Ways of working in the Free State Provincial Government need to be improved and co-ordinated in order to provide better services to our customers, both within and outside the public service. The prime emphasis is to develop a citizen-centred public service in the FSPG. This value should be evident in departmental policies, planning and practices, and in organizational behaviour.

The Department of the Premier is functioning in a challenging environment where political and policy changes need to be recognised and acted upon within limited timeframes. In order to keep abreast of the latest developments and to execute its strategic leadership role the Department needs to have the following:

- A well-established political interface
- A highly skilled, dynamic and visionary workforce
- Access to the latest trends/developments/best practices
- Excellent communication and networking with all stakeholders involved

Some of the challenges that are recognised at this stage are:

- Inadequate co-ordination systems with regard to provincial strategies/priorities.
- Poor understanding of the role of the Department of the Premier and the legislative mandate of the Department
- Budgetary constraints
- Accommodation arrangements for the Department

The challenges as indicated above are addressed on a continuous basis by improving on the co-ordination of systems, creating a better understanding of the role of the Department of the Premier with all stakeholders and the prioritisation of issues in order to stay within the

allocated budget. The accommodation arrangements of the Department of the Premier should also improve as the provincial accommodation issues are addressed.



## LEGISLATIVE AND OTHER MANDATES

- **Constitution of South Africa, 1996**
- **Public Service Act, 1994**
- **Public Service Regulations, 2001**

## Constitution of South Africa, 1996

**The Constitution of South Africa, 1996, determines the following:**

### **Section 125**

125 (1) The executive authority of a province is vested in the Premier of that province

- (2) The Premier exercises the executive authority, together with the other members of the Executive Council, by –
- (a) implementing provincial legislation in the province;
  - (b) implementing all national legislation within the functional areas listed in Schedule 4 or 5 except where the Constitution or an Act of Parliament provides otherwise;
  - (c) administering in the province, national legislation outside the functional areas listed in Schedules 4 and 5, the administration of which has been assigned to the provincial executive in terms of an Act of Parliament;
  - (d) developing and implementing provincial policy;
  - (e) co-ordinating the functions of the provincial administration and its departments;
  - (f) preparing and initiating provincial legislation; and
  - (g) performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament.

### **Section 137**

The Premier by proclamation may transfer to a member of the Executive Council –

- (a) the administration of any legislation entrusted to another member; or
- (b) any power of function entrusted by legislation to another member.

## **Public Service Act, 1994 (as amended)**

The Public Service Act, 1994 as amended determines the following:

### **DIRECTOR GENERAL:**

#### **A. As Head of the Department of the Premier:**

- \* Provide administrative and organizational assistance to the Premier with regard to the functions entrusted to her
- \* Execute the section of the Public Service Act that relates to a head of a provincial department

#### **B. As Head of the Free State Provincial Administration:**

- \* Responsible for intergovernmental relations, intra-government co-operation and the co-ordination of actions and legislation of departments
- \* Secretary to the Executive Council
- \* Responsible for the giving of strategic direction on the following matters, in terms of which the Minister for Public Service and Administration must develop broad policies:
  - Functions of, and organizational arrangements in the public service
  - Employment and other personnel practices, including the promotion of broad representativity and human resources management and training in the public service
  - The salaries and other conditions of service of officers and employees
  - Labour relations in the public service
  - Information management and information technology in the public service
  - Public service transformation and reform

## **Public Service Regulations, 2001**

**Part III: Work Organisation and Reporting: Section H: Transfer of functions between departments determines:**

This Regulation indicates the transitional arrangements when a Premier of a Province makes a determination regarding the transfer of functions between departments as is provided for in Section 137 of the Constitution of the Republic of South Africa.

## BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS

### BROAD POLICIES AND PRIORITIES

- State of the Nation Address
- Premier State of the Province Address
- Provincial Growth and Development Strategy
- Executive Council Resolutions

### STRATEGIC GOALS AND OBJECTIVES

In order to ensure that the overall strategic goals of the Department are realized, the following strategic objectives were identified for the Department of the Premier:

#### **STRATEGIC GOAL 1:**

**THE PREMIER AND THE EXECUTIVE COUNCIL ARE EFFECTIVELY SUPPORTED IN ACHIEVING GOVERNMENT'S GOALS AND PRIORITIES IN LINE WITH THE NEEDS OF THE COMMUNITY**

#### **Strategic Objectives in achieving Strategic Goal 1:**

- To contribute to the creation of a conducive decision-making environment in the Free State Provincial Government
- To improve the profiling of government work and the effective functioning of the Premier and the Executive Council
- To improve relations between Government and its stakeholders and/or role-players
- To ensure the effective functioning of the Department of the Premier

#### **STRATEGIC GOAL 2:**

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

#### **Strategic Objectives in achieving Goal 2::**

- To promote and ensure an integrated approach towards service delivery in the Free State
- To contribute to the creation of a public service environment conducive to service delivery in the Free State

## INFORMATION SYSTEMS TO MONITOR PROGRESS

In terms of Part III B.1 (f) (i) of the Public Service Regulations, the Premier (as Executing Authority) must specify information systems that will enable the monitoring of progress made towards achieving goals, targets and core objectives.

**The following monitoring mechanisms were instituted by the Premier to ensure the above-mentioned:**

An electronic monitoring and evaluation system to monitor the implementation of the Free State Development Plan

Monthly monitoring of progress with the Strategic Plan at Senior Management meetings

Written quarterly progress reports to the Premier on progress made with the implementation of the Strategic Plan.

Performance Agreements for all Members of SMS capturing the strategic goals, targets and core objectives of the different programmes that need to be achieved. The Performance and Development Plans of all officials in the department, and their performance against those plans will be assessed bi-annually.

## DESCRIPTION OF STRATEGIC PLANNING PROCESS

The strategic direction of the Department of the Premier is based on the legal mandate of the Department as captured in the Public Service Act. At previous strategic planning sessions the role and mandate of the Department was discussed in detail and the direction of the department determined. Officials up to Assistant Manager level participated in these sessions. The Strategic Plan as provided is building on that role and mandate of the Department and may change after further sessions and discussions to accommodate new challenges and imperatives facing the department.

## PART B

### PROGRAMME STRATEGIC PLANS 2005/2010

#### PROGRAMME 1: PREMIER

##### Situation Analysis:

This programme is supporting the Premier, her Office Support Staff, Corporate Media Liaison, Internal Audit, Security Management and Executive Management and their Support Staff in the Department of the Premier to execute their responsibilities by providing for the salaries of this staff as well as the administrative expenditure needed to execute their functions.

##### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
The Premier and Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the Free State Community.	To improve the profiling of Government work and the effective functioning of the Premier and the Executive Council.	Profiling the corporate successes of Government in the community through different media of communication.
		Ensure that corporate media liaison is aligned with the goals and priorities of government.
	To improve the relations between Government and its stakeholders and/or role-players	Develop and package corporate government messages.
	To ensure the effective and efficient functioning of the Department of the Premier.	Improve risk management, control and governance processes.
Activities of departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of government.	To promote and ensure an integrated approach towards service delivery in the Free State Province.	Facilitate the maintenance and implementation of the corporate media liaison strategy.
		Facilitate and maintain a Security Policy for Free State Provincial Government.

## PROGRAMME 2: INFORMATION TECHNOLOGY AND MANAGEMENT

### Situation Analysis:

This Programme is responsible for giving strategic direction to provincial departments on IT related services and co-ordinate the activities of departments in this regard including chairing the Provincial Information Management and Technology Forum. It renders advice to provincial departments on IT related matters. The Manager of this Directorate also represents the FSPG at the Government Information Technology Officers meeting as Chief Information Officer at National Fora. Ensure the maintenance of an accountable IT Procurement System with regard to IT contracts is also executed by this unit as well as the development and maintenance of certain information systems in the FSPG including a Leave Register System, Education Payments System, Bursary System etc. The voice communication system (telephone system) for the Head Office buildings in the FSPG is also maintained including the rendering of a telephone management service dealing with faults, registering of users on the system, modem resets etc. The success of governance in FSPG is also profiled in the community through the Internet site. Departmental IT and helpdesk functions for the Department of the Premier are rendered.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
The Premier and the Executive Council are effectively supported in achieving Government's Goals and priorities in line with the needs of the Free State Community.	To improve the profiling of Government work and the effective functioning of the Premier and the Executive Council.	Profiling the successes of Government in the community through Internet and other media of communication
	To promote and ensure an integrated approach towards service delivery in the Free State Province.	Promote the successful implementation of Provincial Information Technology Strategy and related policies in the FSPG.
	To ensure the effective and efficient functioning of the Department of the Premier.	Improve the utilisation of ICT resources in the Department of the Premier

## PROGRAMME 3: COMMUNICATION

### Situation Analysis:

This programme plays an important role by contributing to an enabling environment for the Premier and the Executive Council in their interaction with the community of the Free State Province. This is done by its publications and the co-ordination of meetings between the community and the Executive Council on a regular basis. Protocol and logistical services are also rendered at all state events and EXCO-Meets-the-People campaigns. A photo coverage service is also rendered with regard to events. The management and maintenance of fully operational Multi Purpose Community Centres (MPCCs) are also done by this Directorate including liaison with Public Works, Roads and Transport and assisting with the process for the establishment of new MPCCs. A provincial communication strategy and corporate identity manual are also maintained for Free State Provincial Government. Transversal communication issues are addressed through the Interdepartmental Communication Forum and communication issues within the Department of the Premier with the departmental communication committee.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
<b>The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the Free State community.</b>	To contribute to the creation of an environment conducive to decision-making in the Free State Provincial Government.	Ensure effective and efficient interaction between political office bearers and communities
		Contribute to the successful functioning of the EXCO Cluster System
	To improve the profiling of Government work and the effective functioning of the Premier and the Executive Council.	Profiling the successes of Government in the community through Internet and other media of communication
<b>Activities of departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government.</b>	To promote and ensure an integrated approach towards service delivery in the Free State Province.	Institutionalisation of development Communications within the FSPG



## PROGRAMME 4: HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT

### Situation Analysis:

This programme assists provincial departments with the development of service delivery improvement plans. A Provincial Strategy on Customer Care is also implemented and learning networks organised to allow provincial departments to share information and knowledge on transversal issues. Workshops on diversity management are also facilitated by this component. The effective participation of Free State Provincial Government in the Public Service Co-ordinating Bargaining Council is also facilitated as well as co-ordination of the meetings of the Interdepartmental Labour Relations Forum. Continuous advice to provincial departments on labour related issues is also provided by this component. The development and implementation of Provincial Human Resource Strategies and related policies, for example, the Employee Assistance Programme in Free State Provincial Government are facilitated and monitored by this component. Cross cutting human resource related projects are also initiated and co-ordinated in the FSPG, for example, the implementation of the Health and Safety Act, capacity building sessions on new legislation related to pensions, bursary policy etc. A provincial human resource database is also maintained and utilised to distribute information to provincial departments via the e-Cabinet System.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
The Premier and Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the community.	To ensure the effective and efficient functioning of the Department of the Premier.	Provide support for an environment conducive to healthy labour relations.
	To promote and ensure an integrated approach towards service delivery in the Free State Province.	Co-ordinate/monitor transverse labour relations matters in the FSPG.
		To provide assistance to Provincial Departments on transversal HR issues.
		Promote customer care in the FSPG
Activities of departments in Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government.	To contribute to the creation of a public service environment conducive to the achievement of an integrated approach to service delivery in the Free State.	Enhance organizational behaviour in developing practical programmes/ guidelines/networks in the workplace

## PROGRAMME 5: FREE STATE TRAINING AND DEVELOPMENT INSTITUTE

### Situation Analysis:

This Institute is in the process of establishing itself to become one of the most important instruments in the quest for capacity building in the Province in line with the ideals of the Free State Development Plan. The Institute has to deal with various challenges related to the maintenance of the physical buildings where it is housed but despite these difficulties a number of transversal generic courses are co-ordinated and facilitated for the Free State Provincial Government, for example, on Customer Care, Diversity Management, Project Management, Financial Management, Secretarial Training, Strategic Planning etc. The co-ordination of these generic courses results in a financial saving for the Free State Provincial Government as well as having the added advantage that the standard of generic courses in Free State Provincial Government will increasingly improve. The Institute also participates at national training structures to ensure the continuous alignment of provincial training strategies with national goals and priorities.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
Activities of departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government.	To promote and ensure an integrated approach towards service delivery in the Free State Province.	Facilitate generic skills development for the FSPG and other stakeholders.
		Development partnerships are developed locally, nationally and internationally.
		The institute is marketed locally, nationally and internationally.

## PROGRAMME 6: ORGANISATIONAL EFFICIENCY SERVICES

This programme facilitates the maintenance and implementation of the Performance and Development Management System in the Free State Provincial Government including co-ordinating any changes based on the broad policy frameworks provided by the Department of Public Service and Administration, improving the system continuously in line with international best practices, embarking on processes to enhance the understanding and application of the system. The co-ordination and facilitation of the implementation of the job evaluation system for the Free State Provincial Government is also done by this component. A secretariat and advisory service is rendered to the Provincial Job Evaluation Panel including the chairing of a Provincial Quality Assurance Committee on Job Evaluation to ensure that sound advice are provided to the Provincial Job Evaluation Panel. Maintenance of the Provincial Job Evaluation Implementation Strategy is also done by this component. The co-ordination of the training of job analysts for the Free State Provincial Government is also done at this unit. Several forums to enhance the understanding of certain systems and practices are also co-ordinated by this unit including the Workstudy Forum, Job Analyst Forum and Interdepartmental Performance and Development Management Task Team. This Directorate also provided advice to provincial departments on re-structuring and other related issues and assists the Department of the Premier with re-structuring issues. This unit also facilitates the development and maintenance of a Strategic Plan for the Department of the Premier including the development of progress reports.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
<b>Activities of Departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government.</b>	To promote and ensure an integrated approach towards service delivery in the Free State Province.	To promote a culture of performance in Free State Provincial Government.
		The principle of equal pay for work of equal value is promoted and applied in the FSPG.
		To provide advice on re-structuring and efficiency issues

## PROGRAMME 7: ADMINISTRATIVE- AND FINANCIAL MANAGEMENT SERVICES

### Situation Analysis:

This programme supports the operational functioning of the Department of the Premier by ensuring the alignment of the budget with the strategic plan, ensuring compliance with the Public Finance Management Act and Treasury Regulations, rendering of day-to-day financial administration functions, rendering of human resource management and procurement functions, drafting of a workplace skills plan for the department and rendering of special programmes.

### Policies, priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
The Premier and Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the community.	To ensure the effective and efficient functioning of the Department of the Premier.	To improve employee wellness
		Special programmes are implemented and monitored.
		Effective and efficient administrative and financial delegations/systems in place for the Department.

## PROGRAMME 8: PROVINCIAL STRATEGIC PLANNING

### Situation Analysis:

This Programme is responsible for facilitating the maintenance of the Free State Development Plan and for operationalizing this plan for successful implementation in the Free State Provincial Government. The rolling out of this system to provincial departments and municipalities in order to include their integrated development plans is also done by this component, including the provision of training to provincial departments and municipalities on the system. To monitor the population of this system with the relevant data is also the responsibility of this component. This unit also provides Progress Reports on the implementation of the Free State Development Plan, as well as profiles of communities to be visited, to the Executive Council to accurately and comprehensively inform them as part of the EXCO-Meets-the-People campaigns.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the Community.	To contribute to the creation of an environment conducive to decision-making in the Free State Provincial Government.	Contribute to the successful functioning of the Cluster System
		Ensure the effective functioning of the FS Growth and Development Monitoring and Evaluation System.
		Evaluate the impact of the Free State Growth and Development Strategy and render advice there-on.
Activities of departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government.	To promote and ensure an integrated approach towards service delivery in the Free State Province.	To facilitate the alignment of departmental Strategic Plans in line with IDPS and the goals and priorities of Government and to render advice thereon.

## PROGRAMME 9: CLUSTER PROGRAMME MANAGEMENT

### Situation Analysis:

This programme is responsible for the overall plan, monitoring, report and advice on the implementation of projects emanating from the Free State Development Plan via the Executive Council Clusters. In order to do this the project co-ordinators attend all meetings of the various EXCO clusters for purposes of co-ordinating activities insofar as the implementation of projects is concerned and to identify possible causes if projects are not implemented according to specified

dates and provide advice on possible ways of dealing with these matters. This component should play a substantial role in contributing to the successful implementation of the Free State Development Plan in Free State Provincial Government.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
Activities of departments in the Free State provincial Government are integrated and aligned towards the achievement of the goals and priorities of government.	To promote and ensure an integrated approach towards service delivery in the Free State Province.	To facilitate and monitor the implementation of all projects emanating from the Free State Development Plan.

## PROGRAMME 10: INTERGOVERNMENTAL RELATIONS

### Situation Analysis:

This programme is responsible for ensuring that maximum benefits are derived for the Free State Provincial Government from relations with foreign countries. As part of this a foreign visit system was developed. An updated inventory of all agreements entered into between Free State Provincial Government and foreign countries is also kept by this component. This component must also see to it that the Free State Provincial Government participates and contributes to the effective and efficient functioning of NEPAD. Logistical services are also rendered to the Premier, Members of the Executive Council and officials with regard to official foreign visits as well as with respect to meetings of the President Co-ordinating Council, MINMECs, FOSAD, Premier's Co-ordinating Council, etc. Meetings are also convened between the Traditional Leaders Forum and the Premier.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the community.	To contribute to the creation of an environment conducive to decision-making in the Free State Provincial Government.	Maximum benefits for the FSPG are derived from relations with foreign countries.
		Ensure the effective co-ordination of co-operative governance
		Ensure intra-provincial co-operation between spheres of government.

## PROGRAMME 11: SPECIAL PROGRAMMES

### Situation Analysis:

This programme monitors and co-ordinate gender, disability, youth and other related programmes in the Free State Provincial Government. As part of the monitoring of the implementation of these strategies capacity is also built through workshops for special programme officers, provincial departments and municipalities. Fora on the Office on the Status of Woman, Office on the Status of Disabled persons and Intradepartmental Special Programmes were also established and are functioning. Different events related to gender, disability and youth are also facilitated and co-ordinated for the Free State Provincial Government. The transfer payment to the Youth Commission is also made through the budget of this programme.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
<b>Activities of departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government.</b>	To contribute to the creation of a public service environment conducive to the achievement of an integrated approach to service delivery in the Free State.	Promote the development and successful implementation of departmental strategies, policies, programmes and projects related to Special Programmes and activities and to render advice there-on.
		Monitor the economic empowerment training programmes of departments with regard to unemployed woman and people with disabilities.



## PROGRAMME 12: EXECUTIVE SECRETARIAT SERVICES

### Situation Analysis:

This programme is responsible for ensuring the successful implementation of the Free State Cabinet System. As part of this responsibility this Unit renders secretariat services to all Executive Council meetings, Executive Council Cluster meetings (including technical cluster meetings of the Executive Council, the Interdepartmental Management Committee (including technical committees of IDMC) and the Central Procurement Committee. This unit also executes the monitoring of the implementation of Executive Council decisions including the development of a system to ensure that decisions of EXCO, Technical Clusters, IDMC and Technical Committees are communicated to provincial departments. This unit is also a key role-player with the EXCO-Meets-the-People campaigns to ensure that logistical arrangements are made and that complaints by the community during these visits are followed up and are adequately addressed.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
<b>The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the community.</b>	To contribute to the creation of an environment conducive to decision-making in the Free State Provincial Government.	The successful functioning of the Cluster System.

## PROGRAMME 13: LEGAL SERVICES

### Situation Analysis:

This programme is responsible for providing legal advice to the Premier, the Executive Council, the Interdepartmental Management Committee and provincial departments in such a way that it contributes to decision-making processes in the Free State Provincial Government, which are in line with legislation and administrative justice principles. As part of its responsibility this component gives written and verbal legal opinions, assists provincial departments with court cases etc. This component also drafts and edits all provincial legislation in the Free State Provincial Government. This component also co-ordinates and chairs a Legal Advisors Forum for the Free State Provincial Government to ensure the sharing of information on legal matters.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
<b>The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the community.</b>	To contribute to the creation of an environment conducive to decision-making in the Free State Provincial Government.	Provide legal advice to the Premier, the Executive Council, the IDMC and Provincial Departments in the FSPG.
		Share legal knowledge and experience with colleagues in other provinces, national departments and the Legislature.
	To improve relations between Government and its stakeholders and/or role-players.	Improve the professional relationship between Legal Services and other role-players.
<b>Activities of Departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government.</b>	To contribute to the creation of a public service environment conducive to the achievement of an integrated approach to service delivery in the Free State.	Ensure the effective and efficient functioning of the Interdepartmental Legal Forum in the FSPG.
		Promote the implementation of national and provincial policies through legislation.

## PROGRAMME 14: RESEARCH, PLANNING AND POLICY DEVELOPMENT

### Situation Analysis:

This programme is responsible for monitoring the progress on the implementation of government policy and programmes in the FSPG and for providing the necessary progress reports on this. This Unit will also be responsible for research and impact studies regarding the effect of government programmes on the lives of the citizens of the Free State and for giving the necessary advice and guidance with regard to the effectiveness of these programmes.

### Priorities and strategic objectives:

STRATEGIC GOALS	STRATEGIC OBJECTIVES	FUNCTIONAL STRATEGIES
<b>The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the community.</b>	To contribute to the creation of an environment conducive to decision-making in the Free State Provincial Government.	Conduct research and impact studies to determine the effectiveness of Government programmes in the Free State and to advise there-on.
<b>Activities of Departments in the Free State provincial Government are integrated and aligned towards the achievement of the goals and priorities of government.</b>	To contribute to the creation of a public service environment conducive to the achievement of an integrated approach to service delivery in the Free State.	Monitor the implementation of national and provincial Government programmes in the Free State and advise thereon.

## FIVE YEAR STRATEGIC AND PERFORMANCE PLANS 2005-2010

**STRATEGIC GOAL 1: THE PREMIER AND THE EXECUTIVE COUNCIL ARE EFFECTIVELY SUPPORTED IN ACHIEVING GOVERNMENT'S GOALS AND PRIORITIES IN LINE WITH THE NEEDS OF THE COMMUNITY**

**STRATEGIC OBJECTIVE 1. TO CONTRIBUTE TO THE CREATION OF AN ENVIRONMENT CONDUCIVE TO DECISION-MAKING IN THE FREE STATE PROVINCIAL GOVERNMENT**

Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Provide legal advice to the Premier, the Executive Council, the IDMC and Provincial Departments in the FSPG	Legal Services	Executive decisions based on the advice are legally sound	Executive decisions based on the advice are legally sound	Executive decisions based on the advice are legally sound	Executive decisions based on the advice are legally sound	Executive decisions based on the advice are legally sound
Share legal knowledge and experience with colleagues in other provinces, national departments and the Legislature	Legal Services	Learning networks with other provinces, national departments and the Legislature	Learning networks with other provinces, national departments and the Legislature	Learning networks with other provinces, national departments and the Legislature	Learning networks with other provinces, national departments and the Legislature	Learning networks with other provinces, national departments and the Legislature



Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Ensure the effective and efficient interaction between political office bearers and communities	Communication	Communities give positive feedback on government services	Communities give positive feedback on government services	Communities give positive feedback on government services	Communities give positive feedback on government services	Communities give positive feedback on government services
The successful functioning of the Cluster System	Executive Secretariat Services	Effective and efficient secretariat services to be rendered to the Meetings of EXCO/Clusters IDMC / Technical Clusters	Effective and efficient secretariat services to be rendered to the Meetings of EXCO/Clusters IDMC / Technical Clusters	Effective and efficient secretariat services to be rendered to the Meetings of EXCO/Clusters IDMC / Technical Clusters	Effective and efficient secretariat services to be rendered to the Meetings of EXCO/Clusters IDMC / Technical Clusters	Effective and efficient secretariat services to be rendered to the Meetings of EXCO/Clusters IDMC / Technical Clusters
	Provincial Strategic Planning	EXCO is accurately and comprehensively informed on the profile of the community to be visited	EXCO is accurately and comprehensively informed on the profile of the community to be visited	EXCO is accurately and comprehensively informed on the profile of the community to be visited	EXCO is accurately and comprehensively informed on the profile of the community to be visited	EXCO is accurately and comprehensively informed on the profile of the community to be visited



Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
	Communication	All role-players and stakeholders are satisfied with the arrangements pertaining to EXCO-Meets-The-People campaigns	All role-players and stakeholders are satisfied with the arrangements pertaining to EXCO-Meets-The-People campaigns	All role-players and stakeholders are satisfied with the arrangements pertaining to EXCO-Meets-The-People campaigns	All role-players and stakeholders are satisfied with the arrangements pertaining to EXCO-Meets-The-People campaigns	All role-players and stakeholders are satisfied with the arrangements pertaining to EXCO-Meets-The-People campaigns
Ensure the effective functioning of the FSDP Monitoring and Evaluation System	Provincial Strategic Planning	Reports containing credible information provided to approved stakeholders	Reports containing credible information provided to approved stakeholders	Reports containing credible information provided to approved stakeholders	Reports containing credible information provided to approved stakeholders	Reports containing credible information provided to approved stakeholders
Evaluate the impact of the FSDP and render advice thereon	Provincial Strategic Planning	Reports on FSDP are produced as requested	Reports on FSDP are produced as requested	Reports on FSDP are produced as requested	Reports on FSDP are produced as requested	Reports on FSDP are produced as requested
Maximum benefits for the FSPG are derived from relations with foreign countries	Intergovernmental Relations	International agreements are effectively managed	International agreements are effectively managed	International agreements are effectively managed	International agreements are effectively managed	International agreements are effectively managed
Ensure the effective co-ordination of co-operative governance	Intergovernmental Relations	All necessary logistical and substantive support is provided to the Premier, MECs and Director General	All necessary logistical and substantive support is provided to the Premier, MECs and Director General	All necessary logistical and substantive support is provided to the Premier, MECs and Director General	All necessary logistical and substantive support is provided to the Premier, MECs and Director General	All necessary logistical and substantive support is provided to the Premier, MECs and Director General



Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Ensure intra-provincial co-operation between spheres of government	Intergovernmental Relations	Effective support to all Intra-governmental Relations meetings	Effective support to all Intra-governmental Relations meetings	Effective support to all Intra-governmental Relations meetings	Effective support to all Intra-governmental Relations meetings	Effective support to all Intra-governmental Relations meetings
Conduct research and impact studies to determine the effectiveness of government programmes in the Free State	Research, Planning and Policy Development	Research and impact study reports are produced as needed and requested	Research and impact study reports are produced as needed and requested	Research and impact study reports are produced as needed and requested	Research and impact study reports are produced as needed and requested	Research and impact study reports are produced as needed and requested



<b>STRATEGIC GOAL 1:</b>	<b>THE PREMIER AND EXECUTIVE COUNCIL ARE EFFECTIVELY SUPPORTED IN ACHIEVING GOVERNMENT'S GOALS AND PRIORITIES IN LINE WITH THE NEEDS OF THE FREE STATE COMMUNITY</b>
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<b>STRATEGIC OBJECTIVE 1.2:</b>	<b>TO IMPROVE THE PROFILING OF GOVERNMENT WORK AND THE EFFECTIVE FUNCTIONING OF THE PREMIER AND THE EXECUTIVE COUNCIL</b>
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Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Profiling the successes of Government in the community through Internet and other media of communication	Communication	A uniform, corporate and positive image of government is portrayed to the community	A uniform, corporate and positive image of government is portrayed to the community	A uniform, corporate and positive image of government is portrayed to the community	A uniform, corporate and positive image of government is portrayed to the community	A uniform, corporate and positive image of government is portrayed to the community
	Information Technology and Information Management	A 100% updated and user-friendly Internet site for the FSPG	A 100% updated and user-friendly Internet site for the FSPG	A 100% updated and user-friendly Internet site for the FSPG	A 100% updated and user-friendly Internet site for the FSPG	A 100% updated and user-friendly Internet site for the FSPG
	Corporate Media Liaison	Interest of media in the successes of the FSPG increases	Interest of media in the successes of the FSPG increases	Interest of media in the successes of the FSPG increases	Interest of media in the successes of the FSPG increases	Interest of media in the successes of the FSPG increases





Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Ensure that corporate media liaison is aligned with the goals and priorities of government	Corporate Media Liaison	Perceptions Audit Report available  Master Plan on corporate media liaison available	Exchange programme between media and government  20% of ad-spend throughout government dedicated to community media	Corporate Media Liaison services fully functional providing full range of media services	Contribute towards the formation of a Press Club	All stakeholders understand and support strategic objectives of the unit



**STRATEGIC GOAL 1: THE PREMIER AND EXECUTIVE COUNCIL ARE EFFECTIVELY SUPPORTED IN ACHIEVING GOVERNMENT'S GOALS AND PRIORITIES IN LINE WITH THE NEEDS OF THE COMMUNITY**

**STRATEGIC OBJECTIVE 1.3: TO IMPROVE RELATIONS BETWEEN GOVERNMENT AND ITS STAKEHOLDERS AND/OR ROLE-PLAYERS**

Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Improve the professional relationship between Legal Services and other role-players	Legal Services	Service protocol in place	Service protocol in place	Service protocol in place	Service protocol in place	Service protocol in place
Improve responsiveness to clients needs related to organizational efficiency	Organizational Efficiency Services	Improved organisational effectiveness of client	Improved organisational effectiveness of client	Improved organisational effectiveness of client	Improved organisational effectiveness of client	Improved organisational effectiveness of client
Develop and package corporate government messages	Corporate Media Liaison	Relevant and accurate speeches produced, aligned to Government policy and programme of action	Relevant and accurate speeches produced, aligned to Government policy and programme of action	Relevant and accurate speeches produced, aligned to Government policy and programme of action	Relevant and accurate speeches produced, aligned to Government policy and programme of action	Relevant and accurate speeches produced, aligned to Government policy and programme of action



<b>STRATEGIC GOAL 1:</b>	<b>THE PREMIER AND EXECUTIVE COUNCIL ARE EFFECTIVELY SUPPORTED IN ACHIEVING GOVERNMENT'S GOALS AND PRIORITIES IN LINE WITH THE NEEDS OF THE COMMUNITY</b>
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**STRATEGIC OBJECTIVE 1.4: TO ENSURE THE EFFECTIVE AND EFFICIENT FUNCTIONING OF THE DEPARTMENT OF THE PREMIER**

Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
To improve the operational effectiveness of the Department	Top Management	The goals and objectives of the Department are achieved	The goals and objectives of the Department are achieved	The goals and objectives of the Department are achieved	The goals and objectives of the Department are achieved	The goals and objectives of the Department are achieved
Improve risk management, control and governance processes	Internal Audit	Internal control systems in place, addressing irregularities	Internal control systems in place, addressing irregularities	Internal control systems in place, addressing irregularities	Internal control systems in place, addressing irregularities	Internal control systems in place, addressing irregularities



To improve employee wellness	Administrative and Financial Management Services	Development and implementation of employee assistance programme  Successful implementation of HIV/AIDS Plan	Implementation of an employee assistance programme  Successful implementation of HIV/AIDS Plan	Implementation of an employee assistance programme  Successful implementation of HIV/AIDS Plan	Implementation of an employee assistance programme  Successful implementation of HIV/AIDS Plan	Implementation of an employee assistance programme  Successful implementation of HIV/AIDS Plan
Special Programmes are implemented and monitored	Administrative and Financial Management Services	Integration and Implementation of Special Programmes in the Department of the Premier	Integration and Implementation of Special Programmes in the Department of the Premier	Integration and Implementation of Special Programmes in the Department of the Premier	Integration and Implementation of Special Programmes in the Department of the Premier	Integration and Implementation of Special Programmes in the Department of the Premier
Improve the utilization of ICT resources in the Department of the Premier	Information Technology and –Management	Development of proposals on the integration of ICT services of the Department into SITA	Maintenance and implementation of ICT Plan	Maintenance and implementation of ICT Plan	Maintenance and Implementation of ICT Plan	Maintenance and Implementation of ICT Plan
Provide support for an environment conducive to healthy labour relations	Human Resources and Organizational Development	Labour conflict minimised in the Department	Labour conflict minimised in the Department	Labour conflict minimised in the Department	Labour conflict minimised in the Department	Labour conflict minimised in the Department



<b>STRATEGIC GOAL 2:</b>	<b>ACTIVITIES OF DEPARTMENTS IN THE FREE STATE PROVINCIAL GOVERNMENT ARE INTEGRATED AND ALIGNED TOWARDS THE ACHIEVEMENT OF THE GOALS AND PRIORITIES OF GOVERNMENT</b>
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<b>STRATEGIC OBJECTIVE 2.1:</b>	<b>TO PROMOTE AND ENSURE AN INTEGRATED APPROACH TOWARDS SERVICE DELIVERY IN THE FREE STATE PROVINCE</b>
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Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Co-ordinate/monitor transverse labour relations matters in the FSPG	Human Resource & Organizational Development	Labour peace is maintained through the creation of a healthy labour relations environment within the FSPG	Labour peace is maintained through the creation of a healthy labour relations environment within the FSPG	Labour peace is maintained through the creation of a healthy labour relations environment within the FSPG	Labour peace is maintained through the creation of a healthy labour relations environment within the FSPG	Labour peace is maintained through the creation of a healthy labour relations environment within the FSPG
Promote the successful implementation of a Provincial Information Technology Strategy and related policies in the FSPG	Information Technology and Information Management	ICT is deployed in a uniform and organized manner within the national policy framework and in line with the FSPG's ICT Strategy.	ICT is deployed in a uniform and organized manner within the national policy framework and in line with the FSPG's ICT Strategy.	ICT is deployed in a uniform and organized manner within the national policy framework and in line with the FSPG's ICT Strategy.	ICT is deployed in a uniform and organized manner within the national policy framework and in line with the FSPG's ICT Strategy.	ICT is deployed in a uniform and organized manner within the national policy framework and in line with the FSPG's ICT Strategy.



Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
To provide assistance to Provincial Departments on transversal Human Resource issues	Human Resources and Organizational Development	Facilitate processes to assist Provincial Departments to align their Human Resource practices with national and provincial strategies and policies	Facilitate processes to assist Provincial Departments to align their Human Resource practices with national and provincial strategies and policies	Facilitate processes to assist Provincial Departments to align their Human Resource practices with national and provincial strategies and policies	Facilitate processes to assist Provincial Departments to align their Human Resource practices with national and provincial strategies and policies	Facilitate processes to assist Provincial Departments to align their Human Resource practices with national and provincial strategies and policies
Promote Customer Care in FSPG	Human Resources and Organizational Development	Improved customer care	Departments capacitated to implement framework	Monitoring, evaluation and implementation of framework	Monitoring, evaluation and review of implementation plan	Monitoring, evaluation and review of implementation plan
To promote a culture of performance in the Free State Provincial Government	Organizational Efficiency Services	Assessment on implementation of PDMS in the FSPG	360 degree performance appraisals implemented on SMS level	360 degree performance appraisals implemented on levels 1 to 12	Continuous maintenance of PDMS System	Continuous maintenance of PDMS System
The principle of equal work for equal pay is promoted in the FSPG	Organizational Efficiency Services	All posts on level 9 and higher in the FSPG are graded in line with the EQUATE Job Evaluation System	All posts on level 9 and higher in the FSPG are graded in line with the EQUATE Job Evaluation System	All posts on level 9 and higher in the FSPG are graded in line with the EQUATE Job Evaluation System	All posts on level 9 and higher in the FSPG are graded in line with the EQUATE Job Evaluation System	All posts on level 9 and higher in the FSPG are graded in line with the EQUATE Job Evaluation System



Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Institutionalisation of Development Communications within FSPG	Communication	Established MPCCs are fully operational and communities satisfied with the accessibility to government services.	Established MPCCs are fully operational and communities satisfied with the accessibility to government services.	Established MPCCs are fully operational and communities satisfied with the accessibility to government services.	Established MPCCs are fully operational and communities satisfied with the accessibility to government services.	Established MPCCs are fully operational and communities satisfied with the accessibility to government services.
Facilitate the development and implementation of the corporate media liaison strategy	Corporate Media Liaison	Provincial and Departmental Media Liaison Strategy in place to support Government programme of action	Media liaison institutional arrangement as per ComTask Report	Every department have a dedicated budget for communication for media planning purpose	Independence of communicators re media liaison/ dual responsibility attained	Uniform approach to media liaison throughout FSPG
Facilitate skills development for FSPG and other stakeholders	Free State Training and Development Institute	National and provincial skills development plan implemented	National and provincial skills development plan implemented	National and provincial skills development plan implemented	National and provincial skills development plan implemented	National and provincial skills development plan implemented
Partnerships are developed locally, nationally and internationally	Free State Training and Development Institute	Improved quality of training	Improved quality of training	Improved quality of training	Improved quality of training	Improved quality of training
Institute is marketed locally, nationally and internationally	Free State Training and Development Institute	Stakeholders make use of the FSPG training facilities	Stakeholders make use of the FSPG training facilities	Stakeholders make use of the FSPG training facilities	Stakeholders make use of the FSPG training facilities	Stakeholders make use of the FSPG training facilities



Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
To facilitate the alignment of all Departmental Strategic Plans in line with IDPS and the goals and priorities of Government and to render advice there-on	Provincial Strategic Planning	Improved integrated service delivery at all spheres of government	Improved integrated service delivery at all spheres of government	Improved integrated service delivery at all spheres of government	Improved integrated service delivery at all spheres of government	Improved integrated service delivery at all spheres of government
To facilitate and monitor the implementation of all projects emanating from the Free State Development Plan	Cluster Programme Management	Successful implementation of all projects emanating from the FSDP	Successful implementation of all projects emanating from the FSDP	Successful implementation of all projects emanating from the FSDP	Successful implementation of all projects emanating from the FSDP	Successful implementation of all projects emanating from the FSDP
To monitor the implementation of national and provincial government programmes in the Free State and advice thereon.	Research, Planning and Policy Development	Successful implementation of national and provincial government programmes in the Free State	Successful implementation of national and provincial government programmes in the Free State	Successful implementation of national and provincial government programmes in the Free State	Successful implementation of national and provincial government programmes in the Free State	Successful implementation of national and provincial government programmes in the Free State





**STRATEGIC GOAL 2: ACTIVITIES OF DEPARTMENTS IN THE FREE STATE PROVINCIAL GOVERNMENT ARE INTEGRATED AND ALIGNED TOWARDS THE ACHIEVEMENT OF THE GOALS AND PRIORITIES OF GOVERNMENT**

**STRATEGIC OBJECTIVE 2.2: TO CONTRIBUTE TO THE CREATION OF A PUBLIC SERVICE ENVIRONMENT CONDUCIVE TO SERVICE DELIVERY IN THE FREE STATE**

Functional (measurable) Strategies	Responsible Programme	Performance Measure 2005/2006	Performance Measure 2006/2007	Performance Measure 2007/2008	Performance Measure 2008/2009	Performance Measure 2009/2010
Ensure the effective and efficient functioning of the Interdepartmental Legal Advisors Forum in the FSPG	Legal Services	Improved alignment of administrative actions in the FSPG with legislation and policies of Government	Administrative actions in the FSPG are aligned with legislation and policies of Government	Administrative actions in the FSPG are aligned with legislation and policies of Government	Administrative actions in the FSPG are aligned with legislation and policies of Government	Administrative actions in the FSPG are aligned with legislation and policies of Government
Promote the implementation of national and provincial policies through legislation	Legal Services	Draft and edit all legislation in the FSPG	Draft and edit all legislation in the FSPG	Draft and edit all legislation in the FSPG	Draft and edit all legislation in the FSPG	Draft and edit all legislation in the FSPG
Enhance organizational behaviour in developing practical programmes/guidelines/networks in the workplace	Human Resources and Organizational Development	Programmes / guidelines / learning networks developed	Facilitate the implementation of programmes/guidelines/ learning networks	Facilitate the implementation of programmes/guidelines/ learning networks	Facilitate the implementation of programmes/guidelines/ learning networks	Facilitate the implementation of programmes/guidelines/ learning networks



Promote the development and successful implementation of departmental strategies, policies, programmes and projects related to Special Programmes and activities and to render advice thereon	Special Programmes	Assessment of the achievement of Government targets related to special programmes	Assessment of the achievement of Government targets related to special programmes	Assessment of the achievement of Government targets related to special programmes	Assessment of the achievement of Government targets related to special programmes	Assessment of the achievement of Government targets related to special programmes
Monitor the economic empowerment training programmes of departments with regard to unemployed women and people with disabilities	Special Programmes	Unemployed women and people with disabilities empowered by means of training	Unemployed women and people with disabilities empowered by means of training	Unemployed women and people with disabilities empowered by means of training	Unemployed women and people with disabilities empowered by means of training	Unemployed women and people with disabilities empowered by means of training



# **PART C: BACKGROUND INFORMATION**

## **ANALYSIS OF SERVICE DELIVERY ENVIRONMENT**

### **SERVICE DELIVERY IMPROVEMENT PLAN: DEPARTMENT OF THE PREMIER**

#### **PURPOSE**

The purpose of the Service Delivery Improvement Plan is to provide a policy framework and a practical implementation strategy for the transformation of public service delivery in the Department of the Premier. This plan is about how public services are provided, and specifically about improving the efficiency and effectiveness of the way in which we deliver our services.

#### **VISION**

Our specific vision for the next 5 years is to lead the Free State Province towards service excellence.

#### **MISSION**

Our long-term mission is to provide strategic direction and to co-ordinate integrated service delivery within the Free State Provincial Government.

#### **LEGAL MANDATE**

Our key role derives from the following legal mandate:

- The Constitution of South Africa, 1996
- The Public Service Act, 1994 (as amended)
- The Public Service Regulations, 2001

## **STRATEGIC GOALS AND OBJECTIVES**

We identified the following strategic goals with their specific strategic objectives in ensuring that we realize our vision and mission statement:

### **STRATEGIC GOAL 1:**

The Premier and the Executive Council are effectively supported in achieving Government's goals and priorities in line with the needs of the community

#### **Strategic Objectives in achieving Strategic Goal 1:**

To contribute to the creation of an environment conducive to decision-making in the Free State Provincial Government

To improve the profiling of government work and the effective functioning of the Premier and the Executive Council

To improve relations between Government and its stakeholders and/or role-players

To ensure the effective functioning of the Department of the Premier

### **STRATEGIC GOAL 2:**

Activities of Departments in the Free State Provincial Government are integrated and aligned towards the achievement of the goals and priorities of Government

#### **Strategic Objectives in achieving Goal 2:**

To promote and ensure an integrated approach towards service delivery in the Free State

To contribute to the creation of a public service environment conducive to service delivery in the Free State

## 1. MAIN SERVICES PROVIDED AND STANDARDS

Main services	Actual customers	Potential customers	Standard of service
1. Ensure sound media liaison in the FSPG	<ul style="list-style-type: none"> <li>Premier</li> <li>Executive Council</li> <li>Provincial Departments</li> <li>Media</li> <li>Community</li> <li>NGO and CBOs</li> <li>Municipalities</li> </ul>	-	<ul style="list-style-type: none"> <li>Speech writing: Accurate and concise, within agreed deadlines</li> <li>Press releases: Accurate and truthful</li> </ul>
2. Improve risk management, control and governance processes	<ul style="list-style-type: none"> <li>Department of the Premier</li> <li>Provincial and National Forum of Internal Auditors</li> </ul>	-	<ul style="list-style-type: none"> <li>Internal audits done in line with legal requirements.</li> <li>Audit findings accurate and objective</li> <li>A 3 year Roll Out Plan for Internal Audit will be developed and implemented as required</li> </ul>
3. Ensure the effective and efficient planning of the diary of the Premier	<ul style="list-style-type: none"> <li>National Cabinet</li> <li>National Departments</li> <li>Political Parties</li> <li>Executive Council</li> <li>Provincial Departments</li> <li>Community</li> <li>Municipalities</li> </ul>	-	<ul style="list-style-type: none"> <li>Clients dealt with in a professional and cordial manner</li> <li>Scheduling of meetings with the Premier as and when the Premier is available</li> <li>Correspondence to the Premier: All correspondence is dealt with within 1 week</li> </ul>
4. Ensure the effective and efficient planning of the diary and activities of the Director-General	<ul style="list-style-type: none"> <li>National Cabinet</li> <li>National Departments</li> <li>Executive Council</li> <li>Provincial Departments</li> <li>Community</li> <li>Municipalities</li> <li>National / Provincial Fora</li> </ul>		<ul style="list-style-type: none"> <li>Clients dealt with in a professional and cordial manner</li> <li>Scheduling of meetings with the Director-General as and when the Director-General is available</li> <li>Correspondence to the Director-General: All correspondence is dealt with within 1 week</li> </ul>
5. Enhance communication in the FSPG	<ul style="list-style-type: none"> <li>Premier</li> <li>Executive Council</li> <li>Provincial Departments</li> <li>Communities</li> <li>NGOs and CBOs</li> <li>Municipalities</li> </ul>	-	<ul style="list-style-type: none"> <li>Protocol and advance party work: Daily all hours of the day.</li> <li>Protocol Guide: Updated every two years.</li> <li>Speeches: Weekly basis.</li> <li>Media brief analysis: Weekly and monthly basis.</li> <li>Roadshows by the Premier and EXCO: Annually in all districts.</li> <li>Community liaison: Quarterly</li> <li>Annual Report: Annually</li> </ul>

Main services	Actual customers	Potential customers	Standard of service
6. Enhance corporate information technology and information management in FSPG	<ul style="list-style-type: none"> <li>Department of the Premier</li> <li>Provincial Departments</li> <li>Free State Business Community</li> <li>SITA</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Information updated on Provincial web page monthly.</li> <li>Equipment and/or infrastructure rolled out within 10 working days after delivery.</li> <li>Strategies and policies developed within time frames agreed upon.</li> <li>Contracts in place regularly.</li> <li>Calls for first line support attended to within 4 hours of registration.</li> <li>90% network up-time during peak operational hours.</li> <li>Projects completed within time frames agreed upon.</li> <li>Information regarding strategic ICT issues is communicated to relevant provincial and national institutions within 5 days of receipt thereof.</li> </ul>
7. Promote organizational efficiency in the FSPG	<ul style="list-style-type: none"> <li>Provincial Departments</li> <li>National Departments</li> </ul>	<ul style="list-style-type: none"> <li>Other provincial administrations</li> </ul>	<ul style="list-style-type: none"> <li>Development of organizational structures: In a consultative manner within time frames as agreed upon and in accordance with national norms and standards.</li> <li>Job Evaluation: Secretariat services are rendered to the Provincial JE Panel on a two-weekly basis.</li> <li>Job Evaluation in the FSPG is done in line with national interpretations.</li> <li>Training of Job Analysts: Annually based on needs of departments.</li> <li>Performance and Development Management: Facilitate the development and successful implementation of the PDMS in the FSPG in consultation with all provincial departments.</li> <li>Strategic Plan of the Department: Will be developed in consultation with all Programme Managers and available within 10 working days after the opening of the Free State Legislature</li> </ul>
8. Enhance the development of human resources in the FSPG	<ul style="list-style-type: none"> <li>Provincial Departments</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Development: Transverse and/or corporate training is provided on a needs basis</li> <li>Transverse and corporate training is provided / co-ordinated on a needs basis</li> <li>Training and development issues will be aligned with national directives and prescripts.</li> </ul>

Main services	Actual customers	Potential customers	Standard of service
			<ul style="list-style-type: none"> <li>• Training and development opportunities will be made available to all irrespective of level, race, gender or disability.</li> <li>• Impact of training programmes will be determined and remedial actions will be taken.</li> <li>• Relevant stakeholders will be consulted in training related matters.</li> </ul>
9. Enhance corporate human resources and organizational development in FSPG	<ul style="list-style-type: none"> <li>• Provincial Departments</li> <li>• National Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Other Provincial Administrations.</li> <li>• Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Management: Corporate human resources policies / strategies will be developed and maintained for all departments in the FSPG.</li> <li>• Bursary Programme: Weekly training.</li> <li>• Labour relations dispute resolution: On request, pre-emptive, immediately.</li> <li>• Interpretation of labour relations agreements: As and when needed.</li> </ul>
10. Co-ordinate planning initiatives and strategies of provincial departments	<ul style="list-style-type: none"> <li>• Executive Council</li> <li>• Provincial Departments</li> <li>• Municipalities</li> <li>• Private Sector</li> </ul>	-	<ul style="list-style-type: none"> <li>• In consultation with all stakeholders</li> <li>• In line with needs of the community in the FSPG.</li> <li>• All provincial departments involved in implementation of FSDP.</li> <li>• Quarterly progress reports on implementation of FSDP to all stakeholders.</li> </ul>
11. Facilitate and monitor the successful implementation of projects emanating from the FSDP	<ul style="list-style-type: none"> <li>• Political Clusters</li> <li>• Technical Clusters of IDMC</li> <li>• EXCO</li> <li>• Cabinet Secretariat</li> <li>• Provincial Departments</li> <li>• Private Sector</li> <li>• Municipalities</li> </ul>	-	<ul style="list-style-type: none"> <li>• All projects are channelled through proper technical and political clusters</li> <li>• Recommendations are forwarded to EXCO for approval.</li> <li>• All implemented projects are co-ordinated through Cluster Programme Management</li> <li>• Budget cycle is aligned with departmental programmes and projects planning cycles</li> <li>• Aligned budget allocations with planned projects and programmes</li> </ul>
12. Co-ordinate and manage liaison with international, national, provincial and local government and other organs of state	<ul style="list-style-type: none"> <li>• Premier</li> <li>• Executive Council</li> <li>• Provincial Departments</li> <li>• Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Other Governments</li> <li>• Other Provincial Administrations</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Activities of intergovernmental structures monitored and advised on quarterly.</li> <li>• Horizontal / bilateral relations between the FSPG and other provincial governments promoted.</li> <li>• Relations with other foreign stakeholders maintained.</li> </ul>
13. Ensure the effective implementation of the Cabinet System and Corporate Management structures in FSPG	<ul style="list-style-type: none"> <li>• Premier</li> <li>• Executive Council</li> <li>• Provincial Departments</li> </ul>	<ul style="list-style-type: none"> <li>• -</li> </ul>	<ul style="list-style-type: none"> <li>• All departments informed of Cabinet System.</li> <li>• All EXCO memos are aligned with formats.</li> <li>• All stakeholders consulted prior to</li> </ul>

Main services	Actual customers	Potential customers	Standard of service
			memoranda being submitted to EXCO for consideration.
14. Ensure implementation of special programmes related to gender, youth and disability	<ul style="list-style-type: none"> <li>Executive Council</li> <li>Provincial Departments</li> <li>NGO's</li> <li>CBO's</li> <li>National Commission on Gender Equality</li> <li>FS Provincial Youth Commission</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Advice and assistance rendered on matters related to disability, gender and youth as and when needed.</li> <li>Matters related to youth, gender and disability co-ordinated by means of provincial interdepartmental fora.</li> </ul>
15. Render legal services to the FSPG	<ul style="list-style-type: none"> <li>Premier</li> <li>Executive Council</li> <li>Department of the Premier</li> <li>Provincial Departments</li> <li>Provincial Public Entities</li> <li>Legal advisors of other provincial governments</li> </ul>	-	<ul style="list-style-type: none"> <li>Legal opinions: One week in general, two weeks if intricate.</li> <li>Legal research: Dependent on the complexity of the matter.</li> <li>Judicial editing: Provincial notices and proclamations two days. Simple Bills, three weeks. Intricate Bills, two and a half months.</li> <li>All research, legal advice, information and legislative and contractual drafting will be professional and well-researched.</li> <li>Should any service take longer than agreed, relevant customer will be consulted.</li> <li>Well-organized bi-monthly meetings with legal representatives of provincial departments and Office of the State Attorney</li> </ul>
16. Ensure effective and efficient administrative-, human resources and financial management services in the Department of the Premier	<ul style="list-style-type: none"> <li>Officials: Department of the Premier</li> <li>Provincial Treasury</li> <li>Department of Public Service and Administration</li> </ul>	-	<ul style="list-style-type: none"> <li>Human Resources Services are rendered in line with applicable prescripts</li> <li>The budget of the Department is managed in line with the PFMA.</li> <li>Support services are rendered to the Department of the Premier as and when needed in line with legislative frameworks.</li> </ul>



## **2. CONSULTATION ARRANGEMENTS WITH CUSTOMERS**

▪	Written correspondence
▪	Telephonically
▪	Electronic media
▪	Workshops
▪	Meetings
▪	Sign language and Braille
▪	Questionnaires
▪	Networking
▪	Media
▪	Seminars
▪	Radio
▪	Summits
▪	Training sessions
▪	Conferences
▪	Pamphlets
▪	Information brochures
▪	Exhibitions
▪	Briefing notes
▪	Circulars
▪	Agendas
▪	Minutes
▪	EXCO / IDMC memoranda
▪	Face to face discussions

## **3. SERVICE DELIVERY INFORMATION AND ACCESS STRATEGY**

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) and the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000). The Department also shares information by means of the following:

1. Telephonically and per facsimile as available per telephone directory
2. Physically at government offices
3. Correspondence to physical and postal address
4. Internet as per web site
5. Helpdesks / Information Lines / Free Post Box
6. Multi-purpose community centres
7. E-mail / Intranet
8. Outreach campaigns

#### 4. COURTESY

We jointly submit to the following values in addressing courtesy:

<b>VALUES</b>	<b>BEHAVIOUR DEMONSTRATED</b>
Leadership	Showing recognition and appreciation Being supportive Communicating effectively Visionary
Customer Care	Meeting / exceeding expectations Displaying a positive attitude Responsive to our clients Delivering quality work Reasonably accessible Being courteous
Honesty and Integrity	Transparent Fair treatment of all Ethical behaviour towards all
Teamwork and Trust	Team building orientated Participative / consultative decision-making Confident Reliable Respecting differences Sharing ideas and information
Professionalism	Accountable Knowledgeable Knowing best practices in area of responsibility Punctual

#### 5. COMPLAINTS MECHANISM (REDRESS)

1. Helpdesks
2. Toll-free lines
3. Telephonically / facsimile as per telephone directory
4. Electronically via provincial website / Intranet / E-mail
5. EXCO-Meets-the-People campaigns
6. Publications / Reports
7. Information sessions
8. Radio slots of the Premier
9. Newsletters
10. Media briefings

## **6. OPENNESS AND TRANSPARENCY**

We will strive to uphold the principles contained in the Promotion of Access to Information Act of 2000 (Act No. 2 of 2000) and the Promotion of Administrative Justice Act 2000 (Act No 3 of 2000).

In demonstrating our openness and transparency, the Department of the Premier will publish an Annual Report each year, setting out the following:

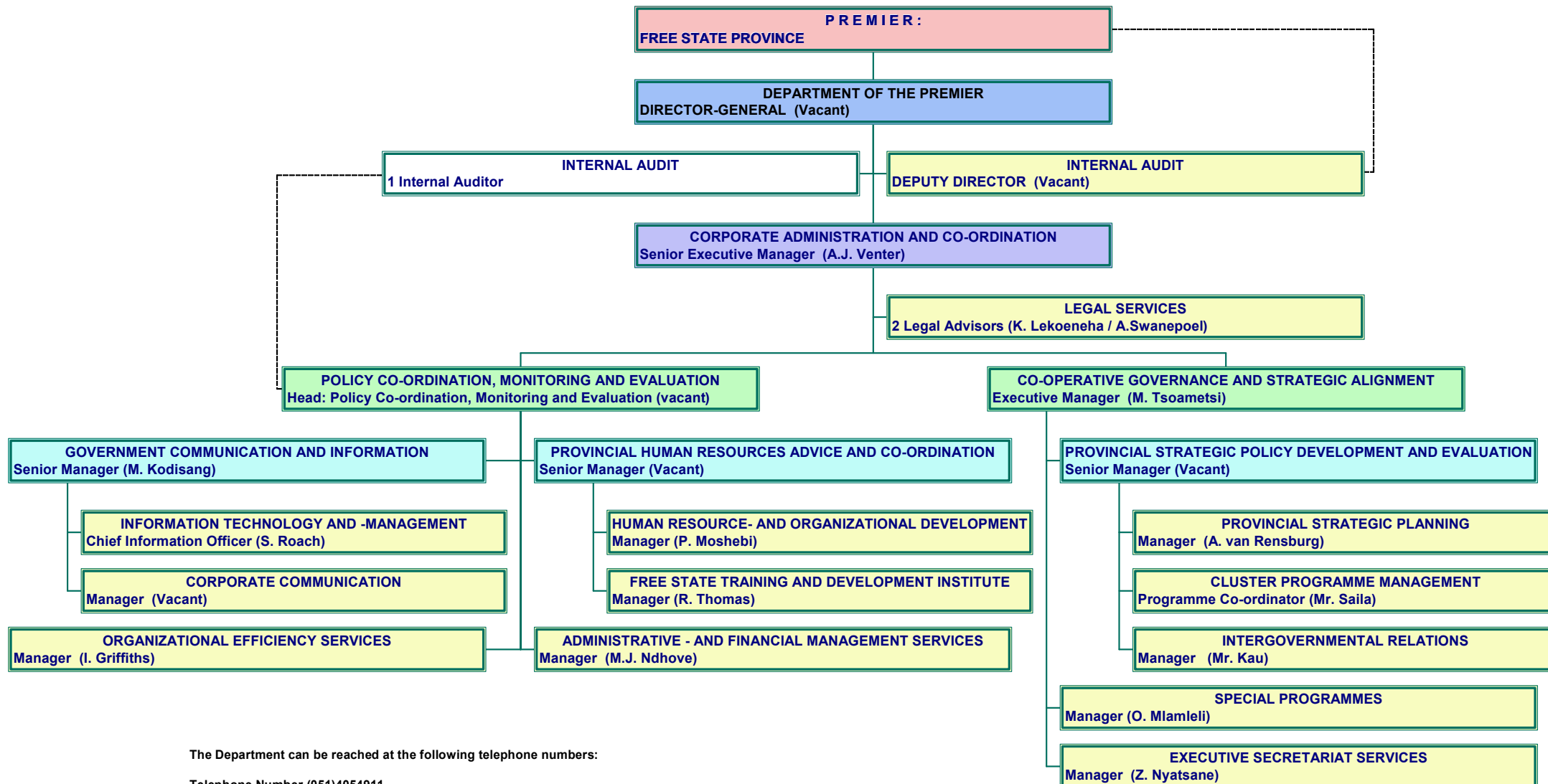
- Staff numbers employed, and the names and responsibilities of senior officials.
- Performance against targets for improved service delivery, financial savings and increased efficiency.
- Resources consumed, including salaries and other staff costs and other operating expenses.
- Any income, such as fees for services.
- A name and contact number for further information.

## **7. VALUE FOR MONEY**

The Batho Pele principles will be delivered within departmental resource allocations and the Department undertakes to be effective, efficient, economical and transparent in the utilization of our financial and other resources. Clients of the Department of the Premier will be afforded the opportunity to provide inputs regarding the provision and/or utilization of resources to the Department by means of different fora.

In ensuring that human resources in the Department are utilized effectively and efficiently, job descriptions will be in place for every approved job in the Department. The implementation of the Performance and Development management System will also contribute to the effective and efficient utilization of resources in the Department, as a Performance and Development Plan will be developed for each and every official in the Department, aligned with the strategic objectives of the department and within budget constraints.

# ORGANISATIONAL DESIGN: PRESENTLY UNDER REVIEW



The Department can be reached at the following telephone numbers:

Telephone Number (051)4054911

or

Call Free Number 0800600224

## **DELEGATIONS AND PERFORMANCE AGREEMENTS**

The Department of the Premier has an approved scheme of delegation in order to promote sound decision-making. The scheme of delegation was drafted based on the following principles:

- What powers/duties could or should be delegated to lower levels in the Department
- How should the increased responsibilities be implemented and to whom should they be given
- What form of monitoring/control systems would be most appropriate

In enhancing the overall performance of the Department, Performance Agreements are going to be drafted for all Senior Managers in the Department (level 13 and higher), including the Head of Department. These Performance Agreements will be aligned with the directive of the Minister for Public Service and Administration and also the strategic plan of the Department, and more specifically the 2005/2006 Annual Performance Plan for the Department.

## CAPITAL INVESTEMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

	<b>PROGRAMMES</b>	<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>
	<b><i>PREMIER</i></b>				
	Machinery and Equipment	14	88	93	97
	<b><i>INFORMATION TECHNOLOGY</i></b>				
	Machinery and Equipment	71	-	-	-
	<b><i>COMMUNICATION</i></b>				
	Machinery and Equipment	57	88	93	97
	<b><i>HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT</i></b>				
	Machinery and Equipment	43	20	20	21
	<b><i>FREE STATE TRAINING AND DEVELOPMENT INSTITUTE</i></b>				
	Machinery and Equipment	72	40	45	50
	Software and other intangible Assets	13	21	22	23
	<b><i>ORGANISATIONAL EFFICIENCY STUDIES</i></b>				
	Machinery and Equipment	14	19	19	22

	<b>ADMINISTRATIVE AND FINANCIAL SERVICES</b>				
	Machinery and Equipment	43	60	66	70
	<b>PROVINCIAL STRATEGIC PLANNING</b>				
	Machinery and Equipment	42	100	100	100
	Software and other intangible Assets	10	10	10	11
	<b>CLUSTER PROGRAMMES</b>				
	Machinery and Equipment	21	-	-	-
	<b>INTERGOVERNMENTAL RELATIONS</b>				
	Machinery and Equipment	11	10	10	10
	<b>SPECIAL PROGRAMMES</b>				
	Machinery and Equipment	60	-	-	-
	<b>EXECUTIVE SECRETARIAT SERVICES</b>				
	Machinery and Equipment	21	10	10	10
	<b>LEGAL SERVICES</b>				
	Machinery and Equipment	72	-	-	-
	Software and other intangible Assets	28	10	10	11
	<b>RESEARCH , PLANNING AND POLICY DEVELOPMENT</b>				
	Machinery and Equipment		84	89	98
	<b>TOTAL</b>	<b>592</b>	<b>560</b>	<b>587</b>	<b>620</b>

## IT SYSTEMS

An Information Communications Technology Plan was established for the Department of the Premier and this plan is updated on a regular basis

### INFORMATION COMMUNICATIONS TECHNOLOGY

ICT is an umbrella term that includes any communication device or application. Information technology encompasses radio, television, cellular phones, computer and network hardware and software and satellite systems, as well as the various services and applications associated with them, such as videoconferencing and distance learning.

According to the European Commission, the importance of ICTs lies less in the technology itself than in its ability to create greater access to information and communication in underserved populations. Many countries around the world have established organizations for the promotion of ICTs, because it is feared that unless less technologically advanced areas have a chance to catch up, the increasing technological advances in developed nations will only serve to exacerbate the already existing economic gap between technological “have” and “have not” areas. Internationally, the United Nations actively promotes ICTs for Development as a means of bridging the digital divide.

### ICT PLAN GUIDELINES

The ICT Plan developed for the Department of the Premier is based on the ICT Plan Guidelines issued by the Department of Public Service and Administration. The purpose of this is to facilitate easy consolidation of all ICT Plans into a single Government -wide ICT Plan. The guidelines form part of the process of uplifting IT governance within the South African Government to international best practice.

### BUSINESS APPROACH AND MAIN RESULTS

The Departmental ICT Plan (DICTP) is aligned with the Department’s business goals and objectives and the activities executed by the various entities to achieve these objectives. A departmental model was developed in co-operation with all the Programme Managers. In order to define the information architecture required, the project team had to define data, applications, networks, information services and the technology infrastructure for future information systems. The next step was to identify and prioritise logical business areas and application development projects according to business areas. New ICTs were identified and compared with the existing ICTs to identify those technologies that already exist and are in line with business priorities. A business case was developed indicating the impact of the strategy on the Department, the commercial justification and the benefits and risks. The ICT Plan was concluded with operational planning to ensure continuous operation of Information Communications Technology. Attention was given to the human resources required and to the applicable ICT policy and standards. Existing service level agreements were covered and new service level agreements that will be required were identified. Attention was also given to problem management, change management, recovery management, capacity planning, network management and HR and resources management.

### Departmental Model

The departmental model is based on the following functions that are presently executed by the Department of the Premier:

- Information Technology and Information Management.
- Corporate Communication.



- Human Resources and Organizational Development.
- Free State Training and Development Institute.
- Organizational Efficiency Services.
- Legal Services.
- Administrative and Financial Services.
- Provincial Strategic Planning.
- Inter Governmental Relations.
- Special Programmes.
- Executive Secretariat Services.
- Cluster Programme Management
- Research, Planning and Policy Development

The following activities, which form part of the business processes in the Department's Operational Plan, were identified as requiring subject data models that can be supported by ICT to improve service delivery and attain the Department's business goals and objectives:

Relevant Function	A Management Information System (MIS) is available for the FSPG.	Needs analysis to be undertaken.
Information Technology and Information Management:	Successes are profiled through the Internet.	<ul style="list-style-type: none"> <li>• Events</li> <li>• Publication information</li> <li>• Craft database</li> <li>• Tender Bulletin</li> <li>• Auctions</li> <li>• Departments</li> <li>• Vacancies</li> <li>• Contacts</li> <li>• Application forms</li> </ul>
	Improve the utilization of ICT resources in the Department of the Premier	<ul style="list-style-type: none"> <li>• First line support information</li> <li>• LAN planning information</li> <li>• Business agreement information</li> <li>• Service level agreement information</li> <li>• ICT plan priority information</li> </ul>
	Promote the successful implementation of a provincial ICT strategy and related policies in the FSPG	<ul style="list-style-type: none"> <li>• ICT strategy priority information</li> <li>• ICT Security Policy priority information</li> <li>• GITO Council information</li> <li>• IMT Forum information</li> </ul>

	Disseminate information through the Intranet	<ul style="list-style-type: none"> <li>• Database access</li> <li>• Departments</li> <li>• GIS</li> <li>• MPCCs</li> <li>• Publications</li> <li>• Standard forms</li> <li>• Quick links</li> <li>• Events</li> </ul>
Corporate Communication.	Ensure the effective and efficient interaction between political office bearers and communities.	<ul style="list-style-type: none"> <li>• Intranet computerized diary.</li> </ul>
	The successful functioning of the cluster system.	<ul style="list-style-type: none"> <li>• Intranet computerized diary</li> </ul>
	Profiling the successes of Government in the community through Internet and other media of communication.	<ul style="list-style-type: none"> <li>• Intranet Bulletin Board.</li> <li>• Internet link to Buang Newsletter.</li> <li>• Intranet photo gallery</li> <li>• Corporate material links.</li> </ul>
	Institutionalisation of development communications within FSPG.	<ul style="list-style-type: none"> <li>• MPCC Newsletter Bulletin Board link.</li> </ul>
Human Resources and Organizational Development.	Provide support for an environment conducive to healthy labour relations.	<ul style="list-style-type: none"> <li>• e-Cabinet Database.</li> </ul>
	The successful functioning of the cluster system.	<ul style="list-style-type: none"> <li>• Intranet computerized diary</li> </ul>
	Profiling the successes of Government in the community through Internet and other media of communication.	<ul style="list-style-type: none"> <li>• Intranet Bulletin Board.</li> <li>• Internet link to Buang Newsletter.</li> <li>• Intranet photo gallery</li> <li>• Corporate material links.</li> </ul>
	Institutionalisation of development communications within the FSPG.	<ul style="list-style-type: none"> <li>• MPCC Newsletter Bulletin Board link.</li> </ul>
Human Resources and Organizational Development.	Provide support for an environment conducive to healthy labour relations.	<ul style="list-style-type: none"> <li>• e-Cabinet Database.</li> </ul>
	Co-ordinate /monitor transverse labour relations matters in the FSPG.	<ul style="list-style-type: none"> <li>• e-Cabinet Database.</li> </ul>
	Provide assistance to Provincial Departments on transversal HR issues.	<ul style="list-style-type: none"> <li>• Provincial Employment Equity Information Database.</li> <li>• Provincial HR Planning Information Database.</li> </ul>
	Promote customer care in FSPG.	<ul style="list-style-type: none"> <li>• Provincial Customer Care Information Database</li> </ul>
	Enhance organizational behaviour in developing practical programmes / guidelines / networks in the workplace.	<ul style="list-style-type: none"> <li>• Organizational Behaviour Information Database</li> </ul>

Organizational Services	Efficiency	To promote a culture of performance in the Free State Provincial Government	<ul style="list-style-type: none"> <li>• Performance development management information</li> </ul>
		The principle of equal work for equal pay is promoted in the FSPG	<ul style="list-style-type: none"> <li>• EQUATE job evaluation information</li> </ul>
Provincial Strategic Planning.		The successful functioning of the Cluster System.	<ul style="list-style-type: none"> <li>• Provincial, district, local municipality profile information.</li> </ul>
		Ensure the effective functioning of the FSDP Monitoring and Evaluation System.	<ul style="list-style-type: none"> <li>• Progress information.</li> <li>• Spatial and non-spatial information.</li> </ul>
		Evaluate the impact of the FSDP and render advice thereon.	<ul style="list-style-type: none"> <li>• Progress Information.</li> </ul>
		To facilitate the alignment of all Departmental Strategic Plans in line with IDPs and the goals and priorities of Government and to render advice thereon.	<ul style="list-style-type: none"> <li>• Spatial and Non-spatial Information.</li> </ul>

## Information Architecture

In this section a GAP analysis was undertaken regarding architecture standards as prescribed in the Departmental ICT Policy, the recommendations contained in the Departmental ICT Strategic Plan and the existing information architecture. The GAP analysis identified new technologies that need to be investigated for implementation and these were included in the projects portfolio.

## Business Case

The Business Case reflects a broad overview of the impact of the ICT Plan on the Department of the Premier, the economic and intangible benefits that will accrue as a result of the implementation of the ICT Plan and the risk assessment undertaken in respect of the strategic match, operational match, business process analysis, organizational risks, the scope, requirements and definitions, strategic architecture, infrastructure investments and dependencies and the technology uncertainty.

## **Projects Portfolio**

The projects portfolio reflects the business areas and the projects identified per business area, the estimated cost, the priorities and the financial year of implementation.

## **Operational Planning**

This section deals with ICT Governance issues, the Service Level Agreements required, summaries on problem management, change management, recovery management, capacity planning, network management and human resource management.