



**VOTE 1:
DEPARTMENT OF THE PREMIER**

Department of the Premier**Vote 1**

To be appropriated by Vote in 2011/12	R220 756 000
Responsible MEC	Premier
Administrating Department	Department of the Premier
Accounting Officer	Director General

1. Overview**1.1 Vision**

Leading the Free State Province towards service excellence.

1.2 Mission

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

1.3 Mandates, Core functions and Responsibilities of the Department of the Premier**1.3.1 Mandates**

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

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

1.3.2 Core functions and responsibilities

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

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

1.3.3 Key priorities

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

1.3.4 Strategic policy direction

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

This means that existing mandates with regard to the above-mentioned key priorities will still be maintained. However, government's new policy direction, as determined by the outcomes priorities developed by the Presidency to give impetus to the priorities contained in the Elections Manifesto, the Medium-Term Strategic Framework and the ANC January 08 Statement, will influence the policy direction of this Department. Section 3 dealing with the outlook, gives more direction.

1.3.5 Legislation

- The Constitution of the Republic of South Africa (Act no.8 of 1996)
- The Public Service Act, 1994 (Proclamation 103 of 1994) and the Public Service Regulations, 2001
- The Intergovernmental Relations Framework Act 2005 (Act No. 13 of 2005)
- The Public Finance Management Act, 1999 (Act No. 1 of 1999) and Treasury Regulation, 2005
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)

1.4 Alignment of departmental budget to achieve government's prescribed outcomes

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

- Quality Basic Education;
- A long and healthy life for all South Africans;
- All people in South Africa are and feel safe;

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

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

2. Review of the current financial year (2010/11)

The 1st Quarter of 2010/2011 was predominantly characterized by the intense marketing, popularization and finalization of the preparations for the 2010 Soccer World Cup. The intention was to bring the 2010 Soccer World Cup spirit and events to as many Free Stators as possible. The Premier championed the campaigns to reach out to poor and rural communities across the Province to ensure that the event becomes a memorable success to all communities, including visitors from outside the province as well as foreign visitors.

The 2010/11 financial year highlights the benefits of the new way of accelerating service delivery adopted by the Free State Provincial Government through Operation Hlasela. The improved coordination and facilitation of joint planning and implementation initiatives and focusing of resources in identified localities have ensured that the impact of government programmes and projects are maximised.

A reshuffling of the Members of the Executive Council was announced during February 2011. The portfolios of Agriculture, Cooperative Governance, Traditional Affairs & Human Settlement, Health and Public Works and Rural Development were affected. The Premier re-assigned the function of Rural Development to the Department of Agriculture.

The executive and senior management of the Department of the Premier experienced some change. A new Director General and Head of the Provincial Monitoring and Evaluation Unit were appointed. Two senior officials were transferred from the Department of Economic Development, Tourism & Environmental Affairs and the Department of Education to strengthen the Legal Services and Provincial Monitoring and Evaluation units respectively.

As part of fulfilling its mandate of giving strategic direction and coordinating service delivery the Department seconded some officials, including the CFO of the Department of the Premier for a period of seven (7) months to assist with enhancing the effective functioning of the Department of Health and Department of Public Works and Rural Development. Internal arrangements were made to ensure minimum disruptions to the efficient functioning of the Department of the Premier. The War on Poverty function was transferred to the Department of Public Works and Rural Development.

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

- Appointment of service providers to manage events in the province, including Operation Hlasela launches, as well as printing and distribution services.
- The launch of Hlasela News as is the official newspaper of the Free State Provincial Government. The first two editions of the newspaper were published during the reporting period and will initially

be circulated quarterly. This is one of the transversal communication platforms of the provincial government.

- The launch of Hlasela Television as another transversal communication platform. The first phase of this project will result in the installation of a total of 100 plasma screens at various identified locations which will screen pre-recorded broadcasts of government programmes and initiatives to ensure that a continuous information and awareness initiative is sustained with the general public. Hlasela Television may also be linked with Hlasela mobi-site as this technology offers the possibility to remotely control big plasma screens installed at service delivery points such as clinics, schools, and hospitals throughout the province.
- Consolidation of Communications Resources with regard to Events Management, Media Buying (Bulk services), printing services and distribution. This ensured effective and efficient use of communication resources.

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

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

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

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

The Security Management and Advice component fulfilled their obligations in providing support and assisting departments with transversal security matters. The component, in collaboration with the Department of Police Roads and Transport, contributed to the implementation of the CCTV cameras in the Bloemfontein area as part of the improvement of security measures during the 2010 Soccer World Cup and beyond. This partnership led to the increased detection of criminal activities and appropriate responses from the law enforcement agents.

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

Programme 2 also provides for transversal functions to the provincial government. The Human Resource Advice, Coordination and Management component finalised the HR Connect project in collaboration with IT Aware. 336 Survey forms (constituting a 87% return) for the project were completed. In addition, the verification of qualifications of all personnel in collaboration with the South African Qualifications Authority was also done.

The Free State Training Development Institute successfully revived the Training/Skills Development Committee. 6 New members were nominated by the Director General and the Committee commenced with its operations during the reporting period.

The Organisational Development component ensured that PDMS for levels 1-12 for the financial year 2009/10 are in their final stage. The component successfully held two Provincial Job Evaluation meetings after re-commencing with the execution of its mandate.

The Legal Services component provided legal services to the Premier and all provincial departments. This support was in the form of written (42) and oral (162) legal opinions.

The Communication Services component in collaboration with the Media Strategy and Community Liaison component successfully profiled the Department and the Province, both inside and outside the province. This heightening of the profile of the Department and Provincial Government was at its climax during the events preceding and during the 2010 Soccer World Cup itself. The components ensured that all farms and communities that were visited by the Premier and the MECs receive positive coverage from both the electronic and print media.

The two components were also instrumental in ensuring that Operation Hlasela campaigns were successfully hosted.

With regard to Programme 3, the respective components continued to give strategic direction at all levels within the Provincial Government. One of the highlights was the successful information road shows of the Planning Commission on the Green Paper on the National Strategic Planning Commission to all districts which were coordinated by the Planning Unit. The sessions were intended to mobilize district stakeholders (Executive Mayors and Mayors, political parties, labour, business, academic institutions, and civic organizations as well social groups) within the districts to create a common understanding for these stakeholders on the Planning Commission and the National Strategic Plan.

In addition the Planning Unit focused on further refinement of the provincial outcomes based planning document. The Planning Unit held several sessions with provincial departments which culminated in the development of the outcomes document. In addition, the Planning Unit coordinated the hosting of the APRM workshop addressed by the Minister of Public Service and Administration. The objective of the workshop was to compile the provincial APRM report.

The review of the Free State Growth and Development strategy has also been initiated and the Human Science Research Council has been engaged to assist with this process.

The Special Programmes component was actively involved in the Human Trafficking Campaign and the HIV Counselling and Testing (HCT) programme. The Special Programmes component collaborated with various roleplayers which included the Lesotho Government to raise awareness on human trafficking.

The Intergovernmental Relations component coordinated eight international visits. In addition the component rendered protocol services to 33 events.

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

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

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

The introduction of the Operation Hlasela service delivery mechanism significantly changed the planning and coordination of service delivery in the Free State Province. This mechanism enabled the pulling together of all resources from government departments, state-owned enterprises, and business to

implement Operation Hlasela projects that are targeted to enhance socio-economic status of communities within priority municipalities.

The Department employed a new media strategy since the advent of the current administration. Outside broadcast facilities were employed extensively during Operation Hlasela campaigns to heighten the level of awareness and information of government programmes amongst radio listeners in the province. This initiative yielded a resounding success for the government to communicate effectively through all community radio stations and Lesedi FM.

Major government programmes were coordinated as envisaged in the FSGDS. Coordination efforts were intensified following the release of the State of Local Government report as well as the Turn Around Strategy for Local Government.

The Department of the Premier coordinated the scope of work undertaken by service providers with regard to the review of the organizational structure of almost all provincial government departments. This process facilitated the fast-tracking of the project, HR Connect, of the Department of Public Service and Administration activities for reviewing organisational structures in the province.

The Department successfully repealed the Youth Commission legislation. This led to the absorption of the Youth Commission staff, together with its assets and liabilities, into the Department of the Premier. The Youth Affairs component within Special Programmes were consequently established.

3. Outlook for the coming financial year (2011/12)

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

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

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

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

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

The 2011/12 Annual Performance Plan highlights our three strategic goals, which is in line with the mandate of our department.

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

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

Statement.

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

The department will further implement the following priorities in the 2011 MTEF”

- Media campaign;
- Service delivery , information sharing and whistle blowing;
- Special programmes;
- Premier’s special projects ;
- Foreign relationships;
- Community outreach / information sharing;
- Provincial state protocol; and
- Cooperative Governance Coordination.

4. Receipts and financing

4.1 Summary of receipts

Table 1.1: Summary of receipts: Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Equitable share	99,399	110,721	146,306	152,297	178,514	178,514	188,651	177,056	185,684
Departmental receipts	11,152	13,785	15,512	15,645	15,645	15,645	32,105	22,917	23,917
Total receipts	110,551	124,506	161,818	167,942	194,159	194,159	220,756	199,973	209,601

Table 1.2: Departmental receipts: Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Tax receipts									
Casino taxes									
Motor vehicle licences									
Sales of goods and services other than capital assets	1561	2245	1944	2829	3033	3033	3202	3376	3560
Transfers received	630	8							
Fines, penalties and forfeits									
Interest, dividends and rent on land	74		24	16	12	12	13	14	15
Sales of capital assets									
Transactions in financial assets and liabilities	343	321	976		140	140	148	156	165
Total departmental receipts	2 608	2 574	2 944	2 845	3 185	3 185	3 363	3 546	3 740

The departmental receipts are generated through the following sources:

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

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

No provision was made for the write-off of irrecoverable debts and losses in the 2010/11 financial year under financial transactions in assets and liabilities.

5. Payment summary

5.1 Key assumptions

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

- Salary adjustment over the MTEF period caters for the salary increases of 5.5 per cent, 5 per cent and 5.5 per cent and the filling of additional posts and
- Average increase of 5 per cent for goods and services over the MTEF-period.

5.2 Programme summary

Table 1.3: Summary of payments and estimates: Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Administration	28 430	29 692	63 531	45 621	53 337	53 337	75 667	57 555	59 349
Institutional Developmet	36 051	41 442	48 127	62 227	79 816	79 816	97 441	91 991	97 274
Policy and Governance	45 796	51 414	45 723	60 094	61 006	61 006	47 648	50 427	52 978
Total payments and estimates: Pren	110 277	122 548	157 381	167 942	194 159	194 159	220 756	199 973	209 601

Programme 1 includes the Premier's projected remuneration payable as from 1 April 2011. Salary: R1 704 640

5.3 Summary of economic classification

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	93 219	107 948	145 128	165 592	190 043	189 520	217 545	196 508	205 402
Compensation of employees	61 597	71 778	88 440	110 127	116 637	116 637	124 116	130 322	137 447
Goods and services	31 622	36 170	56 688	55 465	73 406	72 883	93 429	66 186	67 955
Interest and rent on land									
Transfers and subsidies to:	16 531	12 384	9 601	350	870	1 287	544	412	436
Provinces and municipalities									
Departmental agencies and accounts	13 845	11 578	7 161						
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises		20			300				
Non-profit institutions		18			162	329	95	100	105
Households	2 686	768	2 440	350	408	958	449	312	331
Payments for capital assets	381	2 146	2 579	2 000	3 246	3 352	2 667	3 053	3 763
Buildings and other fixed structures									
Machinery and equipment	381	2 097	2 103	1 950	2 708	2 814	1 667	2 003	2 657
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		49	476	50	538	538	1 000	1 050	1 106
Payments for financial assets	146	70	73						
Total economic classification	110 277	122 548	157 381	167 942	194 159	194 159	220 756	199 973	209 601

5.4 Transfers

5.4.1 Transfers to public entities

Table 1.5: Summary of departmental transfers to public entities

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Free State Youth Commission	13 845	11 578	7 161						
Total departmental transfers to publ	13 845	11 578	7 161						

Table 1.6: Summary of departmental transfers to other entities

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Kgotsofalang Intermediate farm School		10							
Po Leung Kuk		10							
Anola's schools		18							
SPCA					90	90	95	100	105
Total departmental transfers to NGOs		38			90	90	95	100	105

6. Programme description

6.1 Programme 1: Administration

The main functions of the Programme, Administration is to ensure that the Premier and the Executive Council are effectively supported in executing their responsibilities through the provision of impeccable administrative assistance and support.

This role includes the effective functioning of the Premier's Office and the provision of efficient secretariat services to the Premier, Executive Council, cluster programmes and other committees. The Programme also provides strategic direction to provincial matters relating to institutional enhancement, support services to the Director-General, advice on security management, and auditing and financial management.

Table 1.8: Summary of payments and estimates: Programme 1 Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Premier Support	8 445	9 776	21 158	17 501	21 584	21 584	14 509	15 333	15 977
Executive Council support	1 562	1 683	3 634	2 250	2 630	2 630	2 786	2 927	3 055
Director General	8 471	8 015	25 247	10 160	13 542	13 542	40 951	21 422	21 950
Financial Management	9 952	10 218	13 492	15 710	15 581	15 581	17 421	17 873	18 367
Total payments and estimates	28 430	29 692	63 531	45 621	53 337	53 337	75 667	57 555	59 349

Table 1.9: Summary of provincial payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	28 234	29 548	60 558	45 071	52 176	52 019	75 082	57 099	58 794
Compensation of employees	18 305	20 031	28 591	32 882	37 598	37 598	44 179	46 389	48 940
Goods and services	9 929	9 517	31 967	12 189	14 578	14 421	30 903	10 710	9 854
Interest and rent on land									
Transfers and subsidies to:	63	22	989	150	236	359	200	53	55
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises		20	989						
Foreign governments and international organisations									
Non-profit institutions					72	239			
Households	63	2		150	164	120	200	53	55
Payments for capital assets	96	102	1 983	400	925	959	385	404	500
Buildings and other fixed structures									
Machinery and equipment	96	102	1 983	400	925	959	385	404	500
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments for financial assets	37	20	1						
Total economic classification	28 430	29 692	63 531	45 621	53 337	53 337	75 667	57 556	59 349

6.1.1 Description and objectives

Internal Audit

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

Security Management

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

Institutional Enhancement

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

Financial Management Services

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

6.2 Programme 2: Institutional Development

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

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

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

Table 1.10: Summary of payments and estimates: Programme 2 Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Strategic Human Resources	20 745	19 551	20 735	23 580	25 677	25 677	26 456	27 782	29 099
Information Communication Technology	4 758	8 180	7 352	10 740	7 620	7 620	26 921	18 182	19 990
Legal Services	2 900	4 190	6 141	3 410	8 747	8 747	6 634	7 014	7 347
Communication Services	7 648	9 521	13 899	24 497	37 772	37 772	37 430	39 013	40 838
Total payments and estimates	36 051	41 442	48 127	62 227	79 816	79 816	97 441	91 991	97 274

Table 1.11: Summary of provincial payments and estimates by economic classification: Programme 2: Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	33 323	39 380	46 462	60 927	77 872	77 526	95 256	89 451	94 121
Compensation of employees	23 164	26 023	30 860	36 735	39 385	39 385	45 966	48 263	50 875
Goods and services	10 159	13 357	15 602	24 192	38 487	38 141	49 290	41 188	43 246
Interest and rent on land									
Transfers and subsidies to:	2 554	638	1 221	100	100	347	110	110	120
Provinces and municipalities									
Departmental agencies and accounts									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households	2 554	638	1 221	100	100	347	110	110	120
Payments for capital assets	98	1 378	380	1 200	1 844	1 943	2 075	2 430	3 033
Buildings and other fixed structures									
Machinery and equipment	98	1 329	245	1 150	1 306	1 405	1 075	1 379	1 927
Cultivated assets									
Software and other intangible assets		49	135	50	538	538	1 000	1 051	1 106
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payment for financial assets	76	46	64						
Total economic classification	36 051	41 442	48 127	62 227	79 816	79 816	97 441	91 991	97 274

6.2.1 Description and objectives

Human Resources Advice, Co-ordination and Management

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

Free State Training and Development Institute

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

Organizational Development

To provide strategic direction and advice on matters related to organizational development to the public service in the Free State.

Information Technology

To provide strategic direction with regard to the effective utilisation of information and communication technology in the provincial government.

Legal Services

The Directorate provides legal services to the Premier, Members of the Executive Council and Heads of Department, as well as officials from other departments.

Corporate Communication

The sub-programme contributes to the creation of an environment conducive to decision-making by profiling government work and effective functioning of the Premier and the Executive Council, and promotion on an integrated service delivery within FSPG.

Community Liaison and Thusong Service Centres

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

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

Media Strategy and Liaison

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

6.3 Programme 3: Policy and Governance

This Programme is the epicentre of provincial policy coordination and strategic direction. The Programme comprises of the following three sub-programmes and four sub-sub programmes: Special Programmes, Intergovernmental Relations and Strategic Policy Management.

Table 1.12: Summary of payments and estimates: Programme 3 Policy and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Special Programmes	23 363	19 147	19 088	20 814	18 769	18 769	19 091	20 290	21 215
Intergovernmental Relation	4 344	4 760	4 912	5 090	5 039	5 039	6 145	6 574	6 893
Provincial policy Management	18 089	27 507	21 723	34 190	37 198	37 198	22 412	23 563	24 870
Total payments and estimates	45 796	51 414	45 723	60 094	61 006	61 006	47 648	50 427	52 978

Table 1.13: Summary of provincial payments and estimates by economic classification: Programme 3: Policy and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	31 662	39 020	38 108	59 594	59 995	59 975	47 207	49 958	52 487
Compensation of employees	20 128	25 724	28 989	40 510	39 654	39 654	33 971	35 670	37 632
Goods and services	11 534	13 296	9 119	19 084	20 341	20 321	13 236	14 288	14 855
Transfers and subsidies to:	13 914	11 724	7 391	100	534	581	234	249	261
Provinces and municipalities									
Departmental agencies and accounts	13 845	11 578	7 161						
Public corporations and private enterprises					300				
Non-profit institutions		18			90	90	95	100	105
Households	69	128	230	100	144	491	139	149	156
Payments for capital assets	187	666	216	400	477	450	207	220	230
Buildings and other fixed structures									
Machinery and equipment	187	666	204	400	477	450	207	220	230
Cultivated assets									
Software and other intangible assets			12						
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments for financial assets	33	4	8						
Total economic classification	45 796	51 414	45 723	60 094	61 006	61 006	47 648	50 427	52 978

6.3.1 Description and objectives

Special Programmes

The sub-programme facilitates the implementation and monitoring of Gender, Disability, Children, and HIV and AIDS programmes through the following units: the Office on the Status of Women, the Office on the Status of Disabled People, the Office on the Rights of the Child and the HIV and AIDS Monitoring and Evaluation Unit. Its objectives are the development and implementation of transverse special programmes policies and strategies and management of special programmes events in the province.

Intergovernmental Relations

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

Provincial Strategic Planning, Policy and Research

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

7.2 Training

Table 1.16(a): Payments on training: Department of the Premier .

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Programme 2: Institutional Development									
Payments on tuition	748	251	483	1 101	1 101	1 101	990	1 036	1 088
Total payments on training: Department of th	748	251	483	1 101	1 101	1 101	990	1 036	1 088

Table 1.16(b): Information on training:

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Number of staff									
Number of personnel trained	269	60	254	392		392	300	300	300
<i>of which</i>									
Male	145	30	98	178		178	150	150	150
Female	124	20	156	214		214	150	150	150
Number of training opportunities									
<i>of which</i>									
Tertiary									
Workshops	2	5					6	6	6
Seminars							4	4	4
Other	26	10					6	6	6
Number of bursaries offered									
External									
Internal									
Number of interns appointed							10	10	10
Number of learnerships appointed							10	10	10
Number of days spent on training							10	10	10

Annexure to the Estimates of Provincial Revenue & Expenditure

Table B.1: Specifications of receipts for the Department of the Premier**Table B.1: Specification of receipts: Department of the Premier**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Tax receipts									
Casino taxes									
Horse racing taxes									
Liquor licences									
Motor vehicle licences									
Sales of goods and services other than capital assets									
Sale of goods and services produced by department (excluding capital assets)	1 561	2 245	1 944	2 829	3 033	3 033	3 202	3 376	3 560
Sales by market establishments									
Administrative fees	71	80	79	86	90	90	90	95	99
<i>Of which</i>									
Health patient fees									
Provincial Gazette and tender Bulletin	1 487	2 157	1 854	2 732	2 924	2 924	3 097	3 265	3 444
Other (Specify)									
Sales of scrap, waste, arms and other used current goods (excluding capital assets)	3	8	11	11	19	19	15	16	17
Transfers received from:	630	8							
Other governmental units		8							
International organisations	630								
Public corporations and private enterprises									
Households and non-profit institutions									
Fines, penalties and forfeits									
Interest, dividends and rent on land	74		24	16	12	12	13	14	15
Interest	74		24	16	12	12	13	14	15
Dividends									
Rent on land									
Sales of capital assets									
Land and sub-soil assets									
Other capital assets									
Transactions in financial assets and liabilities	343	321	976		140	140	148	156	165
Total departmental receipts	2 608	2 574	2 944	2 845	3 185	3 185	3 363	3 546	3 740

Table B.3: Payments and estimates by economic classification of the Department of the Premier**Table B.3: Payments and estimates by economic classification: Programme 1: Administration**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	28 234	29 548	60 558	45 071	52 176	52 019	75 082	57 099	58 711
Compensation of employees	18 305	20 031	28 591	32 882	37 598	37 598	44 179	46 389	48 940
Salaries and wages	15 824	17 405	24 874	28 574	32 753	32 434	37 650	39 532	41 708
Social contributions	2 481	2 626	3 717	4 308	4 845	5 164	6 529	6 857	7 232
Goods and services	9 929	9 517	31 967	12 189	14 578	14 421	30 903	10 710	9 771
of which									
Catering/Departmental activities	567	655	788	2 225	1 248	374	1 209	967	690
Communication	1 557	1 621	1 387	1 900	1 593	1 492	1 573	1 573	1 455
Inventory, Consultants, Advertising, Contractors & Outsourced Services	7 805	7 241	29 792	8 064	11 737	12 555	28 121	8 170	7 709
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies to¹:	63	22	989	150	236	359	200	53	55
Public corporations and private enterprises ⁵		20							
Public corporations									
Other transfers		20							
Non-profit institutions					72	239			
Households	63	2	989	150	164	120	200	53	55
Social benefits									
Other transfers to households	63	2	989	150	164	120	200	53	55
Payments for capital assets	96	102	1 983	400	925	959	385	404	500
Machinery and equipment									
Other machinery and equipment	96	102	1 654	400	925	959	385	404	500
Software and other intangible assets			329						
Payments for financial assets	37	20	1						
Total economic classification	28 430	29 692	63 531	45 621	53 337	53 337	75 667	57 556	59 266

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments									
.....									
Goods and services	9 929	8 254	31 295	11 039	14 001	13 845	30 248	10 058	9 238
<i>Administrative fees</i>			40		77	95	77	71	66
<i>Advertising</i>			8 222	50	81	2	62	64	61
<i>Assets <R5000</i>			252	350	332	129	218	187	148
<i>Audit cost: External</i>	1 351	1 177	2 452	1 858	2 165	2 132	2 158	2 140	1 983
<i>Bursaries (employees)</i>					200		216	229	233
<i>Catering: Departmental activities</i>	567	655	788	2 225	1 248	374	1 209	967	690
<i>Communication</i>	1 557	1 621	1 387	1 900	1 593	1 492	1 573	1 563	1 455
<i>Computer services</i>			50		15	6	11	12	12
<i>Cons/prof:business & advisory services</i>			4 916		62	177	62	48	32
<i>Cons/prof: Infrastructre & planning</i>					1 000		743	792	799
<i>Cons/prof: Laboratory services</i>									
<i>Cons/prof: Legal cost</i>									
<i>Contractors</i>			7 592		4 046	884	1 685	1 735	1 632
<i>Agency & support/outsourced services</i>			260		86		20 076	65	52
<i>Entertainment</i>			-						
<i>Government motor transport</i>	513	519	942	1 220					
<i>Housing</i>									
<i>Inventory: Food and food supplies</i>		200	90	178	69	38	58	57	53
<i>Inventory: Fuel, oil and gas</i>					2	10	1	2	2
<i>Inventory:Learn & teacher support material</i>									
<i>Inventory: Raw materials</i>			11		32	32	31	23	15
<i>Inventory: Medical supplies</i>									
<i>Medsas inventory interface</i>									
<i>Inventory: Military stores</i>									
<i>Inventory: Other consumables</i>		300	25	450	14	17	10	11	11
<i>Lease payments</i>	394	450	206	930	486	33	740	721	655
<i>Owned & leasehold property expenditure</i>									
<i>Transport provided dept activity</i>			163		30		22	24	24
<i>Travel and subsistence</i>	2 192	1 763	2 558	870	2 101	5 442	944	983	966
<i>Training & staff development</i>					69	57	69	64	56
<i>Operating expenditure</i>	2 970	1 269	10	62	25	2 870	25	24	18
<i>Venues and facilities</i>	385	300	1 331	946	268	55	258	276	275
Total economic classification	9 929	8 254	31 295	11 039	14 001	13 845	30 248	10 058	9 238

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	33 323	39 380	46 482	60 927	77 872	77 526	95 256	89 451	94 121
Compensation of employees	23 164	26 023	30 860	36 735	39 385	39 385	45 966	48 263	50 875
Salaries and wages	20 023	22 608	26 653	31 922	34 720	34 558	40 532	42 557	44 861
Social contributions	3 141	3 415	4 207	4 813	4 665	4 827	5 434	5 706	6 014
Goods and services	10 159	13 357	15 602	24 192	38 487	38 141	49 290	41 188	43 246
of which									
Catering/Departmental activities	1 339	1 685	340	2 405	9 864	1 147	313	328	346
Communication	901	1 227	2 220	4 200	439	691	10 247	10 892	11 302
Inventory, Consultants, Advertising, Contractors & Outsourced Services	7 919	10 445	13 042	17 587	28 184	36 303	38 730	29 968	31 598
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies to¹:	2 554	638	1 221	100	100	347	110	110	120
Public corporations and private enterprises ⁵									
Public corporations									
Other transfers									
Non-profit institutions									
Households	2 554	638	1 221	100	100	347	110	110	120
Social benefits									
Other transfers to households	2 554	638	1 221	100	100	347	110	115	121
Payments for capital assets	98	1 378	380	1 200	1 844	1 943	2 075	2 430	3 033
Machinery and equipment									
Other machinery and equipment	98	1 329	245	1 200	1 306	1 405	1 075	1 379	1 927
Software and other intangible assets		49	135		538	538	1 000	1 051	1 106
Payments for financial assets	76	46	64						
Total economic classification: Programme 2: Institutional Development	36 051	41 442	48 127	62 227	79 816	79 816	97 441	91 991	97 274

Table B.4: Payments and estimates by economic classification: "Goods and Services level 4 items by the Department of the Premier

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments									
Goods and services	10 159	13 357	15 602	24 192	38 487	38 141	49 290	41 188	43 246
<i>Administrative fees</i>			32		196	44			
<i>Advertising</i>	1 837	2 500	2 922	5 500	2 910	6 291	1 055	1 110	897
<i>Assets <R5000</i>		1 500	69	400	902	149	890	934	984
<i>Audit cost: External</i>					200				
<i>Bursaries (employees)</i>	16	20	7	80		4			
<i>Catering: Departmental activities</i>	1 339	1 685	340	2 405	9 864	1 147	313	328	346
<i>Communication</i>	901	1 227	2 220	4 200	439	691	10 247	10 892	11 302
<i>Computer services</i>		800	631	2 500	333	437	3 305	3 887	3 734
<i>Cons/prof:business & advisory services</i>		1 550	1		20	306	21	22	23
<i>Cons/prof: Infrastructre & planning</i>			6						
<i>Cons/prof: Laboratory services</i>									
<i>Cons/prof: Legal cost</i>			2 509	100	4 374	805	2 047	2 199	2 267
<i>Contractors</i>			3 432		7 521	8 693	21 321	11 211	12 533
<i>Agency & support/outsourceed services</i>			46	500	57	31	57	61	64
<i>Entertainment</i>		150		100					
<i>Government motor transport</i>	112	100		250					
<i>Housing</i>									
<i>Inventory: Food and food supplies</i>			21		255	224	254	266	281
<i>Inventory: Fuel, oil and gas</i>					5	3	5	5	6
<i>Inventory:Learn & teacher support material</i>									
<i>Inventory: Raw materials</i>			5		35	18	36	38	41
<i>Inventory: Medical supplies</i>					9		9	10	10
<i>Medsas inventory interface</i>									
<i>Inventory: Military stores</i>									
<i>Inventory: Other consumbles</i>		250	282	121	87	65	91	96	101
<i>Inventory: Stationery and printing</i>		674	271	343	441	384	442	464	489
<i>Lease payments</i>	430	502	141		342	49	311	327	343
<i>Owned & leasehold property expenditure</i>									
<i>Transport provided dept activity</i>			20		25	19	20	20	22
<i>Travel and subsistence</i>	838	500	1 160	290	6 694	1 934	5 445	5 722	6 021
<i>Training & staff development</i>			483	1 101	328	292	291	306	321
<i>Operating expenditure</i>	2 557	1 099	388	415	2 372	15 045	2 160	2 271	2 389
<i>Venues and facilities</i>	2 129	800	616	5 887	1 078	1 510	970	1 019	1 072
<i>Printing and publications</i>									
<i>Other (Specify)</i>									
Total economic classification	10 159	13 357	15 602	24 192	38 487	38 141	49 290	41 188	43 246

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	31 662	39 020	38 108	59 594	59 995	59 975	47 207	49 958	52 487
Compensation of employees	20 128	25 724	28 989	40 510	39 654	39 654	33 971	35 670	37 632
Salaries and wages	17 398	22 347	25 465	35 203	34 874	34 590	29 873	31 365	33 090
Social contributions	2 730	3 377	3 524	5 307	4 780	5 064	4 098	4 305	4 542
Goods and services	11 534	13 296	9 119	19 084	20 341	20 321	13 236	14 288	14 855
<i>of which</i>									
<i>Catering Departmental activities</i>	1 709	4 600	1 608	5 450	3 545	1 020	2 400	3 345	3 395
<i>Communication</i>	198	400	334	580	681	254	544	572	601
<i>Inventory, Consultants, Advertising, Contractors & Outsourced Services</i>	9 627	8 296	7 177	13 054	16 115	19 047	10 292	10 371	10 859
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies to¹:	13 914	11 724	7 391	100	534	581	234	249	261
Departmental agencies and accounts	13 845	11 578	7 161		300				
Social security funds									
Entities - Free State Youth Commission	13 845	11 578	7 161						
Other transfers					300				
Non-profit institutions		18			90	90	95	100	105
Households	69	128	230	100	144	491	139	149	156
Social benefits									
Other transfers to households	69	128	230	100	144	491	139	149	156
Payments for capital assets	187	666	216	400	477	450	207	220	230
Machinery and equipment									
Other machinery and equipment	187	666	204	400	477	450	207	220	230
Software and other intangible assets			12						
Payments for financial assets	33	4	8						
Total economic classification	45 796	51 414	45 723	60 094	61 006	61 006	47 648	50 427	52 978

Table B.4: Payments and estimates by economic classification: "Goods and Services level 4 items by the Department of the Premier

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments									
.....									
Goods and services	11 534	13 296	9 119	19 084	20 341	20 321	13 236	14 288	14 855
Administrative fees			13		29	12	16	16	17
Advertising		395	255	500	718	1 890	603	633	667
Assets <R5000		300	24	400	415	47	121	126	134
Audit cost: External			419						
Bursaries (employees)			389		80				
Catering: Departmental activities	1 709	4 600	1 608	5 450	3 545	1 020	2 400	3 345	3 395
Communication	198	400	334	580	681	254	544	572	601
Computer services			12		186	174			
Cons/prof: business & advisory services		1 600	373	5 700	6 851	4 496	1 871	1 308	1 327
Cons/prof: Infrastructure & planning			811						
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors			1 298		1 449	5 311	1 229	1 291	1 358
Agency & support/outsourced services			4		171	34	178	187	197
Entertainment					15				
Government motor transport	321	454		1 080					
Housing									
Inventory: Food and food supplies			26		80	18	96	100	107
Inventory: Fuel, oil and gas						11			
Inventory: Learm & teacher support material									
Inventory: Raw materials			7		19	2	14	15	16
Inventory: Medical supplies					6	3	1	1	1
Medsas inventory interface					1	1	1	1	1
Inventory: Military stores									
Inventory: Other consumables		160	3	300	335	178	389	408	429
Inventory: Stationery and printing		220	256		779	191	908	953	1 003
Lease payments	67	311	248	460	295	608	340	357	375
Owned & leasehold property expenditure									
Transport provided dept activity			19		386		422	443	466
Travel and subsistence	2 171	1 317	2 079	1 624	2 808	3 217	2 524	2 761	2 935
Training & staff development					29		35	38	40
Operating expenditure	1 573		621		829	2 513	816	915	926
Venues and facilities	5 495	3 539	320	2 990	634	341	728	818	860
Other (Specify)									
.....									
Total economic classification	11 534	13 296	9 119	19 084	20 341	20 321	13 236	14 288	14 855

Table B.7: Detailed financial information for public entities

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

R thousand	Outcome			Revised estimate 2010/11	Medium-term estimates		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
Revenue							
Tax revenue							
Non-tax revenue	421	364	1				
Sale of goods and services other than capital assets			1				
<i>Of which:</i>							
Admin fees			1				
Other non-tax revenue	421	364					
Transfers received	12 345	14 380	7 161				
Sale of capital assets	151						
Total revenue	12 917	14 744	7 162				
Expenses							
Current expense	13 030	16 982	5 577				
Compensation of employees	6 019	6 586	2 464				
Goods and services	6 561	9 948	2 856				
Depreciation	300	211	59				
Interest, dividends and rent on land	150	237	198				
Interest	150	237	198				
Rent on land							
Adjustments to Fair Value							
Transfers and subsidies							
Total expenses	13 030	16 982	5 577				

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

R thousand	Outcome			Revised estimate 2010/11	Medium-term estimates		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	(113)	(2 238)	1 584				
Adjustments for:							
Depreciation	300	211	59				
Interest	150	237	198				
Net (profit) / loss on disposal of fixed assets	(151)	21	2				
Other	22		508				
Operating surplus / (deficit) before changes in working capital	208	(1 769)	2 351				
Changes in working capital							
(Decrease) / increase in accounts payable	324	1 351	52				
Decrease / (increase) in accounts receivable	(90)	86	(1 818)				
(Decrease) / increase in provisions							
Cash flow from operating activities	292	570	386				
Transfers from government							
<i>Of which: Capital</i>							
<i>: Current</i>							
Cash flow from investing activities	(139)	(471)					
Acquisition of Assets	(299)	(576)					
Other flows from Investing Activities	160	105					
Cash flow from financing activities	214	242	(295)				
Net increase / (decrease) in cash and cash equivalents	157	799	92				

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

R thousand	Outcome			Revised estimate 2010/11	Medium-term estimates		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
Balance Sheet Data							
Carrying Value of Assets	724	963					
Investments							
Cash and Cash Equivalents	815	16					
Receivables and Prepayments	171	85					
Inventory							
TOTAL ASSETS	1 710	1 064					
Capital & Reserves							
Capital & Reserves	612	(1 626)					
Borrowings	283	437					
Post Retirement Benefits							
Trade and Other Payables	815	2 253					
Provisions							
Managed Funds							
TOTAL EQUITY & LIABILITIES	1 710	1 064					
Contingent Liabilities		37 336	37 050				

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

R thousand	Sub Programme	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
		2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
	Free State Youth Commission	13 845	11 578	7 161						
	Special programme									
	Total departmental transfers to other entities	13 845	11 578	7 161						