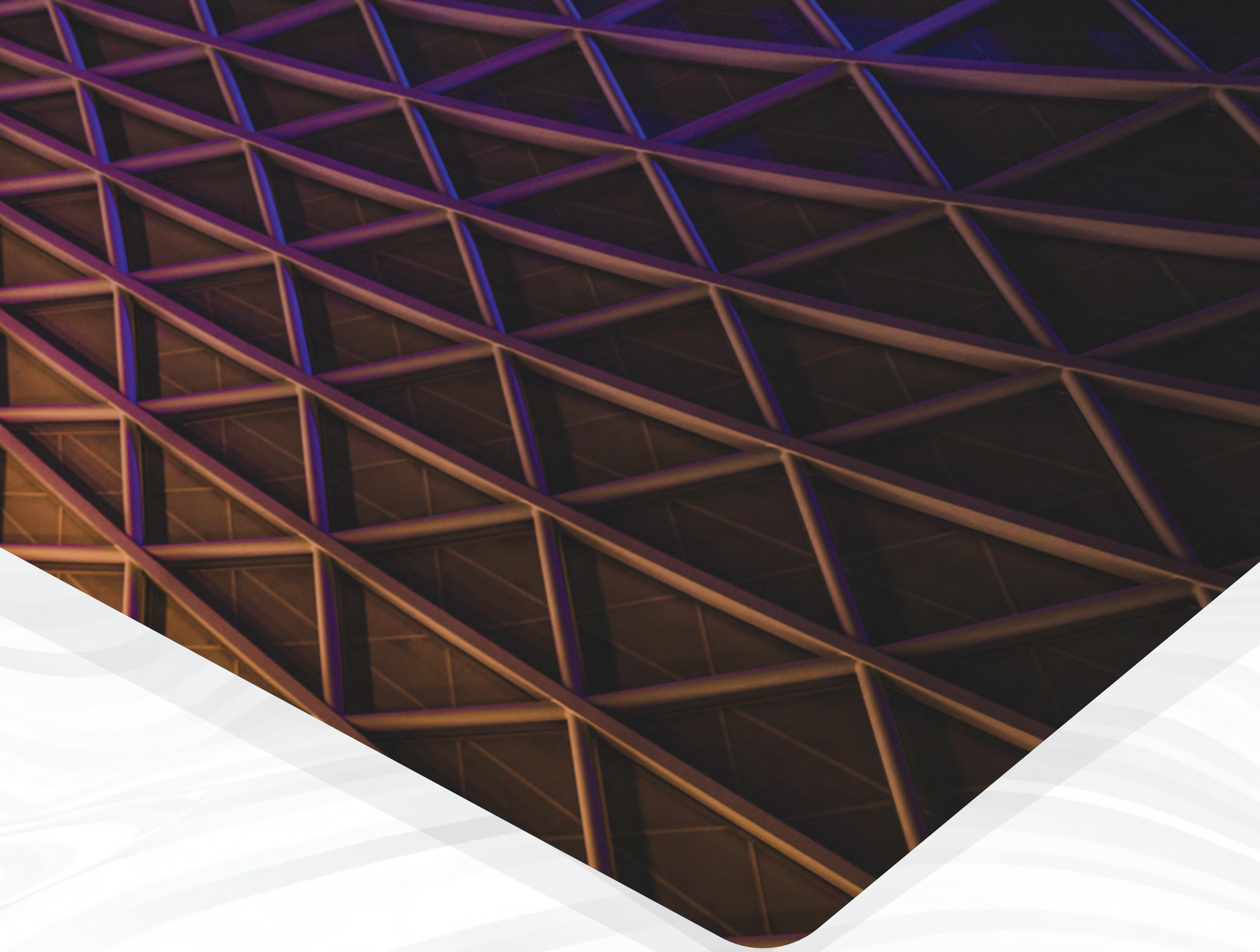

ANNUAL REPORT

2020/2021

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The Premier
FREE STATE PROVINCE

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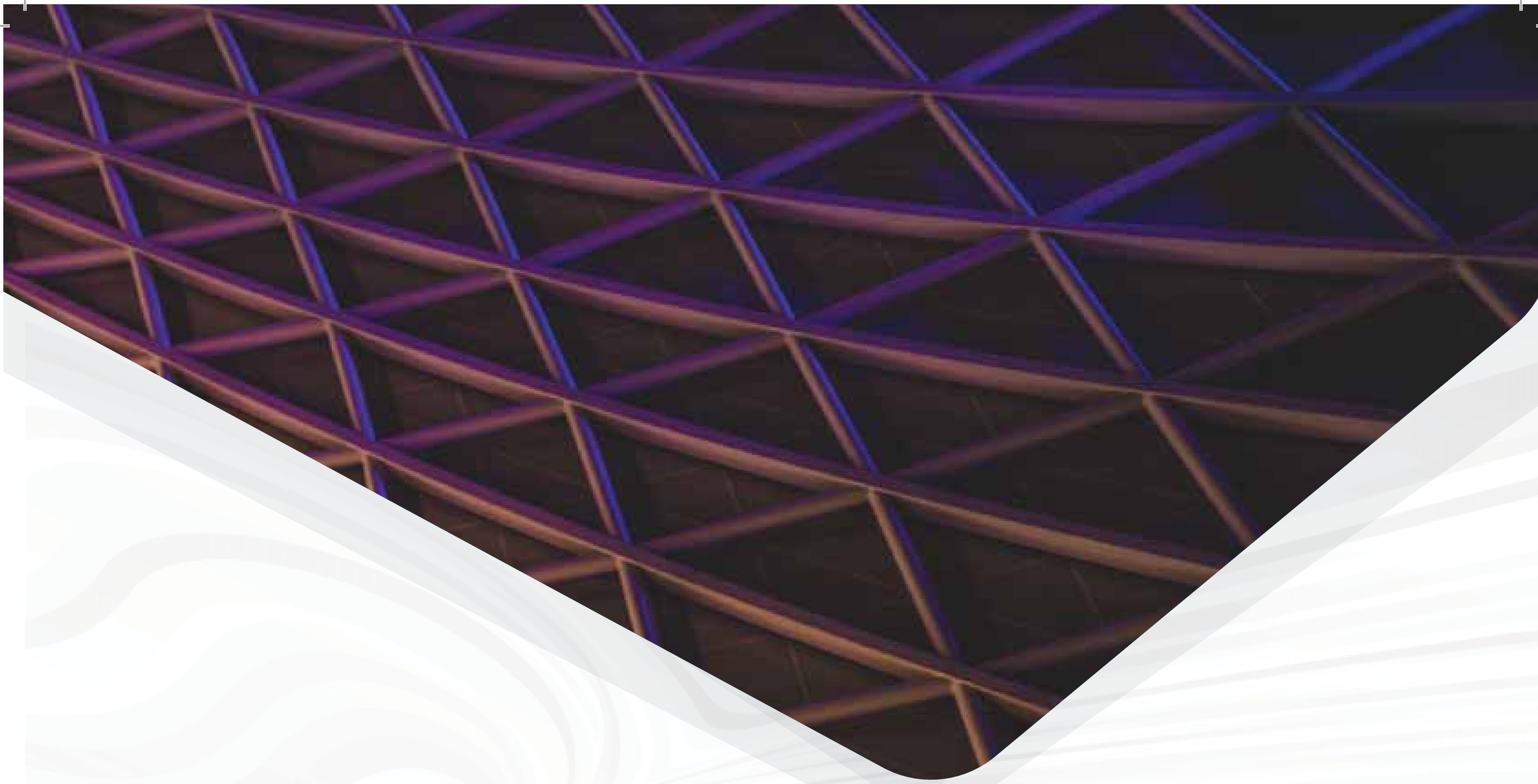

the premier

Department of
The Premier
FREE STATE PROVINCE

OFFICE OF THE PREMIER

PROVINCE OF THE FREE STATE

VOTE NO. 1
ANNUAL REPORT
2020/2021 FINANCIAL YEAR

CONTENTS

PART A:
GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

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2. LIST OF ABBREVIATIONS/ACRONYMS

3G	3G is the third generation of wireless mobile telecommunications technology
ACB	Annual Cash Bonus
AFS	Audited Financial Statement/s
AGSA	Auditor General of South Africa
AIDS	Acquired Immunodeficiency Syndrome
ANC	African National Congress
AO	Accounting Officer
APP	Annual Performance Plan
B-BBEE	Broad-based Black Economic Empowerment
B.COM	Bachelor Of Commerce
BAS	Basic Accounting System
BMI	Body Mass Index
CA	Chartered Accountant
CATHSSETA	Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority
CDW	Community Development Worker/s
CFO	Chief Financial Officer
CHIETA	Chemical Industries Education and Training Authority
COGTA	Free State Department of Cooperative Governance and Traditional Afffairs
COVID-19	'CO' stands for corona, 'VI' for virus, and 'D' for disease. "19" indicates the year 2019 in which the virus was first discovered.
DARD	Department of Agriculture and Rural Development
DDG	Deputy Director General
DDM	District Development Model
DESTEA	Free State Department of Small Business Development, Tourism and Environmental Affairs
DPME	Department of Planning, Monitoring and Evaluation
DPR&T	Free State Department of Police, Roads and Transport
DPSA	Department of Public Service and Administration
EHW	Employee Health and Wellness
EPRE	Estimates of Provincial Revenue and Expenditure
EXCO	Executive Council of the Free State Province
FOHOD	Forum of Heads of Departments
FPDP	Departmental Fraud Prevention and Detection Plan
FSGDS	Free State Growth and Development Strategy
FSPG	Free State Provincial Government
FSTDI	Free State Training and Development Institute
GBV	Gender Based Violence
HCT	HIV Counseling and Testing
HDI	Historically Disadvantaged Individual
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HRD	Human Resource Development
IDP	Integrated Development Plan
IESBA	International Ethics Standards Board for Accountants
IGR	Intergovernmental Relations
IRBA	Independent Regulatory Board for Auditors
ISA	International Standards on Auditing
IT	Information Technology
JE	Job Evaluation
KCM	Key Control Matrix
LAC	Labour Appeal Court
LED	Local Economic Development
LGMIM	Local Government Management Improvement Model

LGSETA	Local Government Sector Education and Training Authority
LLB	Bachelor of Laws
LOGIS	Logistical Information System
LP	Legal Practitioner (The relevant salary levels for the occupational categories Candidate Attorney, State Attorney, Family Advocate and State Law Advisor)
M&E	Monitoring and Evaluation
MCS	Modified Cash Standard
MEC	Member of Executive Council
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MICTSETA	Media, Information and Communication Technologies Sector Education and Training Authority
MOU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MPSA	Minister/Ministry of Public Service and Administration
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NACH	National Anti-Corruption Hotline
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers' Union
NSFAS	National Student Financial Aid Scheme
OAG	Office of the Accountant General
ODA	Official Development Assistance
OHS	Occupational Health and Safety
OSD	Occupational Specific Dispensation
OtP/OTP	Office of the Premier
PAA	Public Audit Act
PAIA	Promotion of Access to Information Act
PCC	President's Coordinating Council
PCF	Premier's Coordinating Forum
PERSAL	Personnel and Salary Administration System
PFMA	Public Finance Management Act
POA	Programme of Action
PPP	Public Private Partnerships
PPPFA	Preferential Procurement Policy Framework Act
PROPAC	Provincial Public Accounts Committee
PSA	Public Servant's Association
PSETA	Public Service Education and Training Authority
QPR	Quarterly Performance Report/ing
S.M.A.R.T.	Specific, Measurable, Achievable (or Attainable), Relevant and Time-bound
SAICA	South African Institute of Chartered Accountants
SALGA	South African Local Government Association
SCOPA	Standing Committee on Public Accounts
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SETA	Sector Education and Training Authority/ies
SITA	State Information Technology Agency
SIU	Special Investigating Unit
SMME	Small Medium and Micro Enterprises
SMS	Senior Management Services
SOPA	State of the Province Address
TB	Tuberculosis
TETA	Transport Education Training Authority
TR	Treasury Regulations
TSC	Thusong Service Centre

3. FOREWORD BY THE PREMIER

Foreword By The Premier

Honourable Premier Sefora Hixsonia Ntombela

With much vigour, the Office of the Premier continued to provide strategic direction to the provincial government based on a shared sense of purpose. The latter was largely driven by the need to build a capable, professional and responsive developmental state as set out in the National Development Plan. Only when we have a capable state can we ensure the desired inclusive, equitable, and accelerated radical socio-economic transformation in the province. This role entails integrated planning, coordination and monitoring for improved service delivery of the entire provincial government.

This was indeed a difficult year with the outbreak of the COVID-19 pandemic. Never before had we seen such a crisis in years. Our approach in the province in mitigating the spread of COVID-19 is underpinned by the following comprehensive interventions:

- Inclusive health response plan;
- Provision of food and shelter;
- Provision of water and sanitation;
- Enforcement and compliance;
- Economic recovery plan; and
- Governance plan.

The provincial government has also introduced a range of incentive schemes to support small and medium enterprises during this difficult time.

Successful growth and development of this province depends on building a capable, ethical and developmental state. This is the number one priority that underpins all other government Medium Term Strategic Framework priorities. The importance of this priority places the Office of the Premier at the centre of governance as the key driver of development.

Only when we are effective, accountable and responsive to the needs of the people we can achieve more. But this necessitates that we regularly rationalise and improve our processes, approaches and practices in government. Besides teamwork, our ability to respond to our challenges and fashion the future depends on our capacity to implement integrated coordination measures.

The Office of the Premier has been instrumental in overseeing the work of the Provincial Coronavirus Command

Centre and Council. This has fostered collective action and a more targeted approach to fight this pandemic. It has also strengthened ownership of the burden imposed by COVID-19 and institutional fusion between the spheres of government and various partners. To enhance this work, we have established the Free State COVID-19 Command Centre Secretariat in the Office of the Premier to ensure integrated coordination of the initiatives to curb the spread of COVID-19.

Not only is effective, efficient and transparent financial management an important aspect for the attainment of a development state, but also for the continued sustenance of a democracy. Our work in this regard entailed compliance with supply chain management prescripts, compilation of financial statements, continuous in-year reporting, implementation of Risk Management Policy and Internal Auditing Plan.

We provided strategic guidance and coordination of transversal corporate functions to provincial government departments. Necessary capable, professional and responsive developmental state requires appropriate human resource, information communication technology, legal and communication means and capabilities.

To enhance performance, we implemented the Human Resource Plan, Human Development Plan and Service Delivery Improvement Plans. Added to this, we prioritised investment in human development through skills and training provision. This included provision of bursaries for scarce skills nationally and internationally.

Long-term planning and its benefits has been one of our utmost priorities. Through this approach, we can create a shared development vision, and shape the future we want for the present and future generations in our province. Together with COGTA, we are implementing the District Development Model to enhance integrated planning and coordination and direct strategic investment spending across the three spheres of government.

As government, we have recommitted ourselves to act against gender-based violence. We will stop at nothing to ensure that this scourge is eliminated from our society. As our immediate intervention, we have appointed Gender-based Violence Prevention Officers in each district to monitor and report incidents of violence against women and children. These Officers will also work together with social workers in districts to improve the living conditions of women and children.

Progress in building a capable, professional and responsive developmental state depends on monitoring and evaluating what we do. Assessment of implementation of the Medium Term Strategic Framework was conducted. Quarterly non-financial performance information of departments was published and analysis presented to legislature in helping this sphere of government to effectively perform its function.

COVID-19 has revealed the importance of communication between government and the people. Fear about COVID-19 has also intensified misinformation. In turn, this has led to unnecessary panic and anxiety in our communities. In response, daily use of social, visual, print and audio platforms has been crucial in connecting the people with their government and dispelling fake news. The Office of the Premier is also leading a team of communicators monitoring misleading messages and promptly correct such misinformation.

These achievements would have not been possible without the determination of all the officials of the Office of the Premier. For your hard work, I want to thank you all.

SEFORA HIXSONIA NTOMBELA

FREE STATE PREMIER

30 SEPTEMBER 2021

4. REPORT OF THE ACCOUNTING OFFICER

Report Of The Accounting Officer

Mr. Kopung Ralikontanse

- **Overview of the operations of the department:**
  - The Office of the Premier made great strides during the past year to put measures in place to achieve co-ordinated and integrated service delivery in the Free State Province. This was done through a renewed emphasis on consolidating the department's leadership role through the strengthening of provincial decision-making fora at EXCO and top management level such as EXCO, PCF, FOHOD, Provincial Clusters, as well as frequent provincial and local government interactions through established fora.

Key to this was the continued efforts of ensuring that the priorities of the government are effectively carried through at a provincial level. Hence, in line with the National Development Plan, the Office of the Premier is responsible for ensuring that the Free State Provincial Government addresses the identified priorities and serves the people of the province in a coordinated, integrated and sustainable manner.

This is being done through the implementation of the FSGDS Vision 2030, which charts a long-term development path for the province. The FSGDS outlines six pillars and a set of drivers to deal with these challenges which confront the province. It is about creating synergy between development, implementation and value in attaining shared development outcomes based on the province's development experiences, challenges, needs and priorities. It articulates policy inter-linkages between the national, provincial and local spheres of governance as central to integrated service delivery. This entails creating the environment, institutions and mechanisms crucial for shared growth and integrated development.

The Intergovernmental Relations Framework Act, which seeks to facilitate co-ordination in the implementation of policy and legislation, requires greater involvement from the Premier and thus the Office of the Premier, in the work of district and local municipalities. The latter is strengthened through the implementation of the District Development Model (DDM). In particular, the Office of the Premier provided oversight and implementation support to ensure the successful implementation of the DDM.

A strong emphasis is furthermore placed on our human capital and building a breed of public servants with the requisite passion and competencies that are required for the implementation of our development strategies. This is aimed at ensuring continuous improvement of service delivery, strengthening integration and co-ordination and ensuring that issues of disability, youth, rights of children and women are placed at the centre of government business. The performance information in Part B of this report outlines the outputs and achievements of the department.

Despite all these efforts, the Covid-19 pandemic has impacted negatively on the overall performance of the Office of the Premier. The work environment was affected by the number of staff being infected by Covid-19 as well as the number of staff that had to isolate due to contact. In order to curb the latter, the Office of the Premier has revised its Covid-19 protocol and workplace policies to make provision for shift-work, work-from-home and other arrangements. The latter provides for a safer work environment.

- **Overview of the financial results of the department:**

  - Departmental receipts

Departmental receipts	2020/2021			2019/2020		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	2,975	3,771	(796)	4,657	4,017	640
Sale of capital assets	-	-	-	23	6	17
Financial transactions in assets and liabilities	1,279	1,304	(25)	-	134	(134)
Total	4,254	5,075	(821)	4,680	4,157	523

The over collection was due to:

- Unforeseen notices received from government institutions to be published in the Provincial Gazette
- The recovery of salary overpayments and losses and damages from staff

Tariff Policy

The Department is responsible for the production of the Free State Provincial Gazette and Tender Bulletin. These publications are for sale to the public and other Government institutions. In terms of Treasury Regulations 7.3.1, tariffs are reviewed on an annual basis and approval by the Provincial Treasury. Since these publications are printed in-house, the Department reviews the annual tariffs by taking into account the following factors:

- Overall inflation rate
- Cost of photocopying
- Cost of paper
- Cost of postage
- Production cost

Revenue sources in the Department are limited to the following:

- Sale of the Provincial Gazette and Tender Bulletin
- Advertising charges for the advertisements placed in the mentioned publications
- Commission on the deduction of insurance premiums and garnishee orders from salaries of officials
- Sale of obsolete and redundant assets
- Interest on outstanding debts
- Recovery of departmental debts
- Recovery of previous year expenditure

The following factors influenced revenue collected by the Office of the Premier:

- Voluntary subscription by Government institutions, businesses and the public
- Nature and length of advertisements placed in the publications
- Legislation that compels advertisement in the Provincial Gazette
- Recovery of outstanding debts.
- Bids placed during the sale of obsolete and redundant assets

- **Programme Expenditure**

Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expen-diture	(Over)/ Under Expenditure	Final Appropriation	Actual Expen-diture	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	76,076	73,593	2,483	71,868	71,034	834
Institutional Development	412,278	245,614	166,664	412,919	405,001	7,918
Policy and Governance	74,000	52,496	21,504	69,881	144,399	(74,518)
Monitoring and Evaluation	136,179	136,177	2	149,354	147,269	2,085
Total	698,533	507,880	190,653	704,022	767,703	(63,681)

Programme 1: Administration

The final appropriation of the 2019/20 financial year (R71,868 million) increased with 5.9% to R76,076 million in the 2020/21 financial year. Although this programme could spend 98.8% of its budget in the 2019/20 financial year it could only spent R73,593 (96.7%) of its budget in the 2020/21 financial year. The underspending was mainly due to slow spending on funds earmarked for COVID-19.

Programme 2: Institutional Development

The final appropriation of the 2019/20 financial year (R412,919 million) decreased with 0.16% to R412,278 million in the 2020/21 financial year. The expenditure under this programme in the 2019/20 financial year amounted to R405,001 (98.1%) while it could only spend R245,614 million (59.6%) of its budget in the 2019/20 financial year. The underspending is due to vacant posts not filled, slow spending on provincial bursaries and goods and services due to the Covid-lockdown during the year under review.

Programme 3: Policy and Governance

The final appropriation of the 2019/20 financial year (R69,881 million) increased with 8.1% to R75,564 million in the 2020/21 financial year. This programme overspent its budget with R74,518 million (106.6%) in the 2019/20 financial year, due to payments to contractors and event promoters as well as transport for public events. During the 2020/21 financial year adjusted appropriation for goods and services was reduced with R1,564 million, through virement, towards programme 4. The total expenditure for the programme in the 2020/21 financial year amounted to R52,496 million (70.9). The underspending was due to the Covid-19 lockdown during the financial year.

Programme 4: Monitoring and Evaluation

The final appropriation of the 2019/20 financial year (R149,354 million) decreased with 8.8% to R136,179 million in the 2020/21 financial year. The expenditure under this programme in the 2019/20 financial year amounted to R147,269 (98.6%). During the 2020/21 financial year the appropriation for households, machinery and equipment and payment for financial assets were supplemented with a virement amounting to R1,564 million from programme 3. This programme spent its full budget except for R2 000, which is regarded as immaterial.

Fruitless and wasteful expenditure

Fruitless and wasteful expenditure to the amount of R24 000 was identified during the 2020/21 financial year. This was mainly due to differences between payments made to suppliers and the invoice amount.

The degrees obtained by South-African medical students in China was not accredited in South Africa. These students had to be transferred to Russia to re-do some of their years of study. This may constitute fruitless and wasteful expenditure that is currently under investigation.

- **Strategic focus over the short to medium term period**

  The Office of the Premier has set its aim/impact towards: A Capable Free State Provincial Government (FSPG) through excellence in provincial policy, planning, implementation and monitoring. Hence, the strategic focus of the Office of the Premier is to achieve the following vital outcomes, namely:

  - Improved coordination between national, provincial and local government;
  - A functional, efficient and effective provincial government;
  - A social compact and engagement with key stakeholders; and
  - A gender, youth and disability responsive provincial government.

- **Public Private Partnerships**
  - None

- **Discontinued key activities / activities to be discontinued**
  - None

- **New or proposed key activities**
  - Activities of the Office of the Premier are outlined in the 2021/22 Annual Performance Plan.

- **Supply chain management**
  - No unsolicited bid proposals concluded for the year under review
  - The Office of the Premier has put in place SCM processes and systems to prevent irregular expenditure. However, the Office of the Premier is still having irregular expenditure which is under investigation. Office of the Premier is in a process of appointing a service provider to assist in resolving the matter.
  - Currently reviewing the SCM structure to prevent non-compliance.

- **Gifts and donations received in kind from non-related parties**
  - Covid-19 personal protective equipment to the value of R3,027 million were received from the Provincial Treasury.

- **Exemptions and deviations received from the National Treasury**
  - None

- **Events after the reporting date**
  - None

- **Related Parties**
  - The Department of Public Works provided office accommodation to the Office of the Premier in the OR Tambo House and the Fidel Castro Building. No value for this service can be attributed to this transaction.
  - The Provincial Treasury paid for the use of the transversal operating systems (BAS, PERSAL and LOGIS) to SITA, on behalf of the Office of the Premier. No value for these services can be attributed to this transaction.
  - The Department of Public Works and Infrastructure rendered services on the administration of infrastructure contracts, free of charge to the Office of the Premier. No value for this service can be attributed to this transaction.

- **Acknowledgement/ Appreciation**

I would like to express my appreciation to the Executive Authority, Members of the Executive Management and the entire staff of the Office of the Premier for the support and hard work in ensuring the Department's success during the 2020/21 financial year.

KOPUNG RALIKONTANSE

ACCOUNTING OFFICER AND DIRECTOR GENERAL

OFFICE OF THE PREMIER

30 SEPTEMBER 2021

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

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

All information and amounts disclosed throughout the annual report are consistent.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2021.

Yours faithfully

ACCOUNTING OFFICER AND DIRECTOR GENERAL

KOPUNG RALIKONTANSE

30 SEPTEMBER 2021

6. STRATEGIC OVERVIEW

6.1 Vision

Leading Free State Province towards Service Excellence

6.2 Mission

To provide strategic direction and coordinate integrated service delivery within government in the Free State

6.3 Values

Patriotism manifested through upholding the Constitution, respecting the National Symbols, mutual respect demonstrated between employer and employees and commitment to serve and achieve government goals and priorities

Customer Care characterised by understanding and meeting/exceeding customer expectations, displaying a positive attitude, delivering quality work and treating customers (internal and external) with courtesy and respect.

Honesty and Integrity as illustrated by transparency, fair treatment for all and ethical behaviour towards all

Spirit de Corps (Team Spirit) achieved through working effectively in teams, participative /consultative decision-making, confidence, reliability, treating each other with respect, respecting differences and freely sharing ideas and information

Professionalism through accountability, knowledge, knowing best practices in the area of responsibility and punctuality

7. LEGISLATIVE AND OTHER MANDATES

7.1 Constitutional Mandates

In terms of section 125 of the Constitution, 1996, the Premier together with the Executive Council, supported by the Department, is responsible for:

- implementing provincial legislation;
- implementing national legislation in functional areas;
- administering in the Province, national legislation outside functional areas;
- developing and implementing provincial policy;
- co-ordinate the functions of the Provincial Administration and its departments; and
- preparing and initiating provincial legislation;
- any other function assigned in terms of the Constitution.

In terms of section 127 of the Constitution, 1996, the Premier, supported by the Department, is responsible for:

- assenting to and signing Bills;
- referring a Bill back to the provincial legislature for reconsideration of the Bill’s constitutionality;
- referring a Bill to the Constitutional Court for a decision on the Bill’s constitutionality;

- summoning the Legislature to an extraordinary sitting to conduct special business;
- appointing commission of inquiry; and
- calling a referendum in the province in accordance with national legislation.

7.2 Other Legislative Mandates

In terms of section 7(3)(c) of the Public Service Act, 1994 as amended, the Director General, as supported by the Department, has functions in addition to functions as Head of Department of the Office of the Premier, namely to be –

- the Secretary to the Executive Council;
- subject to the provisions of sections 85(2)(c) and 125(2)(e) of the Constitution, 1996, responsible for intergovernmental relations between the relevant provincial administration and other provincial administrations as well as national departments and for the intra-governmental co-operation between the relevant provincial administration and its various provincial departments, including the co-ordination of their actions and legislation; and
- subject to the provisions of the Public Service Act, 1994, responsible for the giving of strategic direction on any matter referred to in section 3(1) namely:
    - The functions of, and organizational arrangements in, the public service;
    - Conditions of service and other employment practices;
    - Labour Relations, health and wellness of employees;
    - Information Management and electronic government;
    - Integrity, ethics conduct and anti-corruption; and
    - Public Service Transformation, Innovation and Reform.

The Intergovernmental Relations Framework Act, 2005, regulates the intergovernmental relations between spheres of government. This Act, amongst others, establishes the Premier's Intergovernmental Forum, and determines that the Premier convenes the Forum and that the Office of the Premier must deliver administrative and other support to the Forum. In essence the Forum must promote and facilitate intergovernmental relations between the province and local government in the province by discussing and consulting on matters of mutual interest.

7.3 Policy Mandates

The Office of the Premier must ensure that the policy guidelines as stated in the under mentioned policies are entrenched and adhered to by all Provincial Departments and Municipalities.

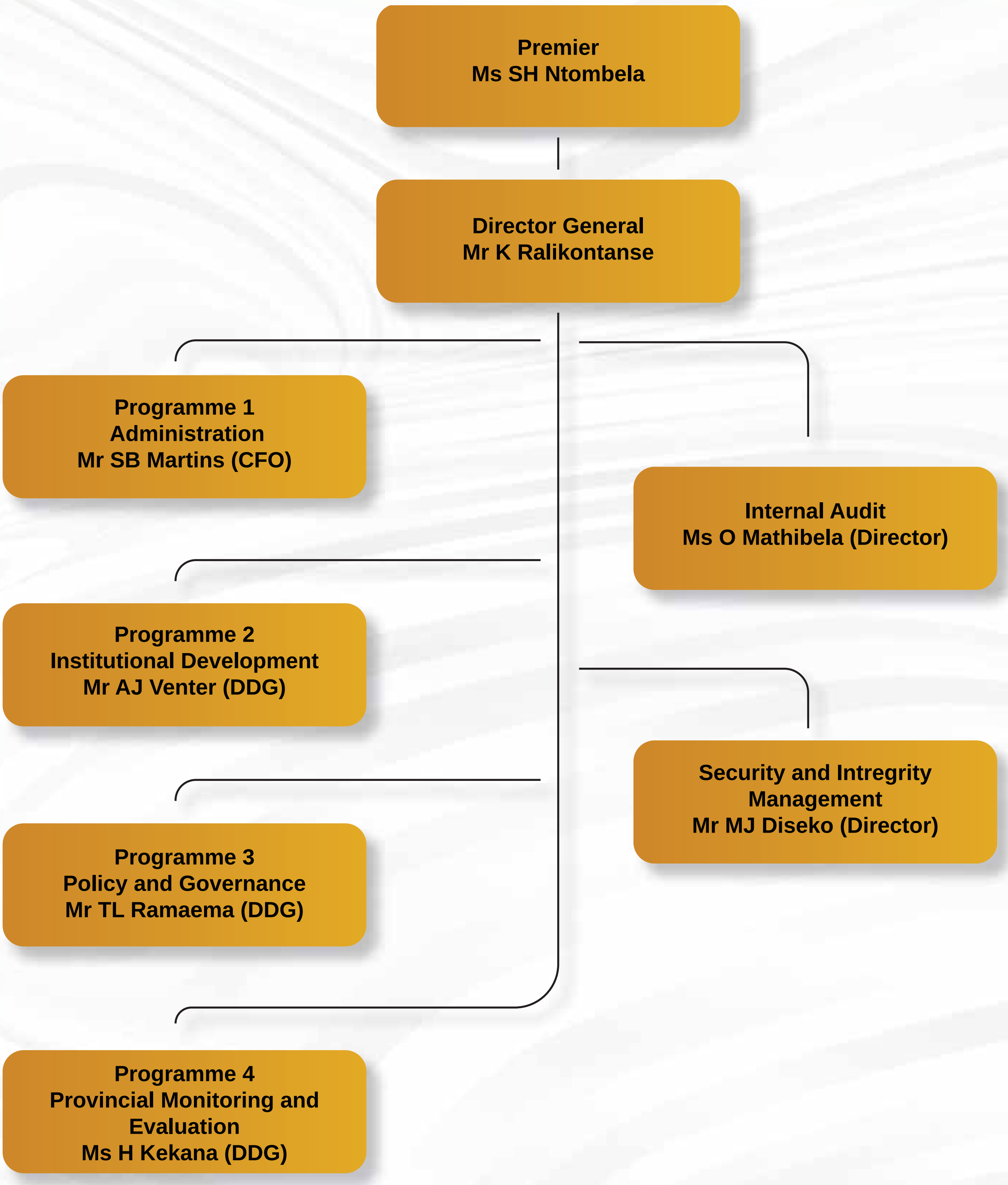
- National Development Plan;
- Provincial Growth and Development Strategy;
- Medium Term Strategic Framework; and
- Ruling Party's (ANC) Election 2014 Manifesto.

Fourteen distinct priorities (outcomes) derived from these documents which must be the focus for all relevant Government Departments for this term of office. These priority outcomes are the following:

1. Quality Basic Education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Comprehensive rural development and land reform;
8. Sustainable human settlements and improved quality of households' life;
9. Responsive, accountable, effective and efficient developmental local government system;
10. Protect and enhance our environmental assets and natural resources;
11. Creating a better South Africa and contributing to a better and safer Africa in a better world;
12. An efficient, effective and development oriented public service;
13. An inclusive and responsive social protection system; and
14. Nation building and social cohesion.

The Department plays a leading role in the implementation of priority outcomes five, eleven and twelve. The activities which were developed in support of these three priority outcomes are taken care of in the strategic objectives. However, the Department also plays an oversight role by ensuring that Strategic Plans and Integrated Development Plans of Provincial Departments and Municipalities respectively, respond to these Priority Outcomes. The oversight process is furthermore enhanced by means of an intensive performance monitoring and evaluation role.

8. ORGANISATIONAL STRUCTURE



9. ENTITIES REPORTING TO THE PREMIER

There were no entities reporting to the Premier during the 2020/21 financial year.

The table below indicates the entities that report to the Premier.

Name of Entity	Legislative Mandate	Financial Relationship	Nature of Operations
Not applicable			

PART B:
PERFORMANCE INFORMATION

1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page **107** of the Report of the Auditor General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The role of the Office of the Premier is to provide strategic direction to the entire Provincial Government in pursuit of service delivery excellence in the Free State. The latter is achieved through integrated planning, development, coordination, monitoring and evaluation. What ultimately becomes of the vision of **#Building the Free State We Want** is a function of the Office of the Premier. During the period under review the Department of the Premier made every effort to ensure greater alignment of the department's performance delivery environment to the overall objective as stated in the National Development Plan (NDP) of "the need to have established a state that is more capable, more professional and more responsive to the needs of its citizens".

Looking into the future, the National Development Plan priorities that are outlined in the 5-year Medium Term Strategic Framework will remain the guiding instruments of change, progress and a better life for all in the Free State. Against this background and in line with the NDP, the Department of the Premier strived to ensure that the Free State Provincial Government addresses development challenges and serves people of the province in a coordinated and sustainable manner. This has been done through the implementation of the FSGDS Vision 2030, which charts a long-term development path for the province. The FSGDS outlines six pillars and a set of drivers to deal with these challenges which confronts the province. It is about creating synergy between development, implementation and value in attaining shared development outcomes based on the province's development experiences, challenges, needs and priorities. It articulates policy inter-linkages between the national, provincial and local spheres of governance as central to integrated service delivery. This entails creating the environment, institutions and mechanisms crucial for shared growth and integrated development.

The Department of the Premier continued its emphasis on consolidating the department's leadership and oversight role through the strengthening of provincial decision-making fora at EXCO and top management level such as EXCO, PCC, PCF, FOHOD, Provincial Clusters, as well as frequent provincial and local government interactions through established fora.

In particular, the department's performance was characterised by the provision of strategic guidance, direction and leadership with regard to a variety of transversal functions within the Free State Provincial Government. The latter related to:

- Executive support to the Premier, Executive Council and the Director General;
- Transversal services such as Human resources, training & development, administering the national skills fund, organisational development, information communication technology, legal services and corporate communication, media and community liaison;
- Policy coordination and alignment services, infrastructure coordination, guiding intergovernmental services, coordinating special programmes focussing on gender, youth, the elderly, disabled and HIV/AIDS, including support to military veterans;
- Conducting oversight, monitoring and evaluation of performance of provincial departments, assessing management practices, ensuring government services reaches communities through community liaison and Operation Hlasela Centres, Community Development Worker programme and the Presidential Hotline.

Although great strides have been made in addressing the challenges - the provincial government in conjunction with its partners, including local government still have a huge responsibility in impacting on a series of interrelated development issues. The latter refers to unemployment (especially amongst the youth), poverty as well as constraints related to energy, natural resources, climate change, infrastructure, housing, skills, crime, and health related issues. Hence, the strong focus and dedicated efforts by the Department of the Premier on alignment of provincial and municipal policies and plans to the MTSF and FSGDS.

The Department was able to achieve 94 of the 133 performance indicators. This put the department's performance at 70.7%.

2.2 Service Delivery Improvement Plan

The department has completed a service delivery improvement plan. The tables below highlight the service delivery plan and the achievements to date.

Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
1. Increase the number of accredited training courses	Provincial departments and Entities	Increase number of accredited training to 44	Increase number of accredited training to 46	Complied with standard.
2. Improve the number of incidents that are resolved at service desk within three (3) working days.	Employees of the Premier and Provincial departments	Seventy Five (75%) of incidents logged at Service Desk resolved within three (3) working days.	Eighty percent (80%) of incidents logged at service desk resolved within three days.	Complied with standard.

Batho Pele arrangements with beneficiaries (Consultation access, etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
1. Written correspondence	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards) are consulted by means of written correspondence and other relevant consultation methods to improve service delivery in the Free State Province.	Sesotho, Xhosa, English, Afrikaans, Setswana are the predominant languages been used to communicate with customers.
2. Telephonically	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	Central switchboard receiving calls and refer customers to the point where they can be assisted. Central Service Desk number available for all customers.
3. Electronic media	Public	Website available: www.freestateonline.fs.gov.za
4. Workshops, learning networks	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	National Forums /meetings with customers across a range of the line functions of the departments were held.
5. Sign language and Braille	Visually and hearing impaired members of the public	Sign language and Braille are used when needed to assist customers.
6. Questionnaires	Public	Use questionnaires to determine satisfaction of client satisfaction at Thusong Service Centres.
7. Media	Public	Regular adverts in newspapers and local radio to inform clients of events for example Youth and Women's Month activities.
8. Seminars	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	SDIP Cluster/Sector – Focused Technical Support workshops were held virtually for customers /clients.
9. Radio	Public	Regular media briefings by the Premier on different radio stations.
10. Summits	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	Anti-Corruption Strategy, Free State Growth and Development Strategy Summit etc.
11. Conferences	All customers as indicated per main service (please see paragraph 1.1 Service Delivery and Standards)	No conferences were held.

Current/actual arrangements	Desired arrangements	Actual achievements
12. Pamphlets	Public	Distribute pamphlets at Operation Hlasela campaigns on COVID-19 information in collaboration with department of Health under COVID-19 restrictions
13. Information brochures	Public	Provide citizens with annual Citizens Report.
14. Exhibitions	Public/Departments	Africa Public Service Day national event was held virtually on the 23 June 2020 at Tshwane Metro Municipality in Pretoria Public Service Month- 6th Annual held in September 2020. Thusong Service Week (Free-State) 17 September 2020- Namahadi TSC & Mohokare TSC 19 September 2020- Qalabotjha TSC 21 September 2020- Kopanong TSC Under COVID-19 restriction
15. Work-In Centre	All customers	Telephone customers make use of this service most of the time.

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
1. Telephonically and per facsimile as available per telephone directory	Switchboard operating hours from 07:30 – 16:00, Monday to Friday Service Desk operating hours from 07:30 - 16:00, Monday to Friday.	1. Telephonically and per facsimile as available per telephone directory
2. Physically at government offices	Info desk at ground floor of OR Tambo House	2. Physically at government offices
3. Correspondence to physical and postal address	P.O. Box 517, Bloemfontein, 9300	3. Correspondence to physical and postal address
4. Internet as per Web Site	fspg.ofs.gov.za/ /www.gitoc.fs.gov.za	4. Internet as per Web Site
5. Help desks/Information lines/ Free Post Box	BFN 50 (free post)	5. Help desks/Information lines/Free Post Box
6. Thusong Service Centres	Six Thusong Service Centres are functional.	6. Thusong Service Centres
7. E-mail/Intranet	FSPG Website/servicedesk@fspremier.gov.za available	7. E-mail/Intranet
8. Telephonically and per facsimile as available per telephone directory	Switchboard operating hours from 07:30 – 16:00, Monday to Friday Service Desk operating hours from 07:30 - 16:00, Monday to Friday.	8. Telephonically and per facsimile as available per telephone directory

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
1. Help Desks	Addressed complaints.	Achieved
2. Toll-free Lines	Toll-free line: 0800 600 224 available and used by customers	Achieved
3. Telephonically/facsimile as per telephone directory	Switchboard available with operating hours from 07:30 – 16:00, Monday to Friday	Achieved
4. Electronically via Provincial Website/Intranet/E-mail	Website available at www.fs.gov.za	Achieved
5. Operation Hlasela Campaigns	Monthly visits and meetings at specific towns with the citizens.	Achieved
6. Publications/Reports	Publish an Annual Report/Government News Letter.	Achieved

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
7. Information Sessions/Forum meetings	Regular meetings/forums with municipalities/ communities to discuss the Free State Growth and Development Strategy/Operation Hlasela.	Achieved
8. Radio slots of the Premier	The Premier on a regular basis briefed the public on service delivery issues, policies and the Free State Growth and Development Strategy/Operation Hlasela.	Achieved
9. Public Service Week/Africa Public Service Day	Due to COVID -19 restrictions	Not achieved
10. Media briefings	The Premier on a regular basis briefed the media on service delivery issues, policy and Operation Hlasela.	Achieved
11. IT Service Manager	48 hours response provided to the complainant.	Achieved
12. Automated Surveys	Not administered	Achieved

2.3 Organisational environment

The work volume in terms of specialized legal support services increased since the Occupational Specific Dispensation was implemented with effect from 1 July 2007. It was decided that the Office of the Premier renders the specialist legal support services with the implementation of the OSD for the Free State Provincial Government and that the work volume necessitated one Principal State Law Advisor post, at that stage.

Since then the work volume in terms of the specialized legal support services increased. A need was identified to create another Principal State Law Advisor post to address the work volumes. The Director-General indicated that reprioritization of funding would be considered to obtain funding for the creation of a Principal State Law advisor post. The proposal was consulted with the Minister for Public Service and Administration and concurrence was obtained on 8 August 2019 to create the additional Principal State Law Advisor post. The Premier approved the creation of the additional Principal State Law Advisor post on 2 October 2019.

A strategic Planning session was held during March 2020. The status of the current organizational structure was presented for consideration of review of the current organizational structure on 17 March 2020. Comparison of the current organizational structure with the draft generic functional structure for Offices of the Premier was indicated and possible functions for review. The matter needed to be considered by the Executive Management to initiate a review of the current organizational structure.

2.4 Key policy developments and legislative changes

In this financial year (2020/2021) there were neither major key policy developments nor legislative changes. Refer to Part A dealing with Legislative and Other Mandates for updated information under Policy Mandates.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

Given the scope of the development challenges in the provincial context, the Office of the Premier has set its aim/ impact towards: A Capable Free State Provincial Government (FSPG) through excellence in provincial policy, planning, implementation and monitoring. In order for this to happen, the Office of the Premier has to achieve the following vital outcomes, namely:

- Improved coordination between national, provincial and local government;
- A functional, efficient and effective provincial government;
- A social compact and engagement with key stakeholders; and
- A gender, youth and disability responsive provincial government.

OUTCOMESI

Improved coordination between national, provincial and local government

A functional. efficient, effective provincial government

Social compact and engagement with key stakeholders

A gender, youth and disability responsive provincial government

MPACT

A capable FSPG through excellence in provincial policy, planning, implementation and monitoring

Figure 1

The outcomes of the Office of the Premier has been identified based on an analysis of the current organisational problems/hindrances and a swot analysis (refer to figure 1 above).

The Office of the Premier has been instrumental in consolidating its roles and responsibilities and strengthen provincial ways of working. The identified outcomes are being achieved through strengthening the Office of the Premier's internal and external role. Key strategic partners within the provincial context with whom the Office of the Premier is collaborating is (a) the Department of Cooperative Governance and Traditional Affairs (COGTA) in respect of (1) strengthening the local government sector; (2) promoting integrated planning, implementation and monitoring of government projects through the DDM; and (b) the Provincial Treasury in respect of the budget prioritisation in line with provincial government priorities outlined in the MTSF as well as prudent financial management. The Office of the Premier also strengthened its partnership with all provincial departments to ensure decisive action concerning gender, disability, youth development and empowerment.

Key to these responsibilities is ensuring that the priorities of the government are effectively carried through at a provincial level through the implementation of the FSGDS. Hence, in line with the National Development Plan, the Office of the Premier is responsible for ensuring that the Free State Provincial Government addresses the identified priorities and serves the people of the province in a coordinated, integrated and sustainable manner.

This is being done through the implementation of the FSGDS Vision 2030, which charts a long-term development path for the province. The FSGDS outlines six pillars and a set of drivers to deal with these challenges which confront the province. It is about creating synergy between development, implementation and value in attaining shared development outcomes based on the province's development experiences, challenges, needs and priorities. It articulates policy inter-linkages between the national, provincial and local spheres of governance as central to integrated service delivery. This entails creating the environment, institutions and mechanisms crucial for shared growth and integrated development.

The operationalization of the NDP Vision 2030, the Medium Term Strategic Framework (2019 - 2024) and the FSGDS Vision 2030 is through the provincial departments' strategic plans, which are strategic policy priorities for each of their core service delivery areas. There are also APPs and IDPs that details what departments and municipalities seek to achieve in a financial year and during the Medium Term Expenditure Framework. The APP and IDP set out performance indicators and targets. It is here that the Office of the Premier ensures that the NDP Vision 2030, the Medium Term Strategic Framework (2019 - 2024) and FSGDS Vision 2030 objectives are strongly reflected and forms the basis of Strategic Plans, APPs and IDPs.

Another critical intervention in conjunction with COGTA is the strong focus and dedicated efforts on alignment of provincial and municipal policies and plans to the MTSF and FSGDS through the District Development Model.

In the 2020 State of the Province Address of the Honourable Premier, it is stated that renewed emphasis will be on consolidating the department's leadership role through the strengthening of provincial decision-making fora at EXCO and top management level such as EXCO, PCF, FOHOD, Provincial Clusters, as well as frequent provincial and local government interactions through established fora.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 Programme 1: Administration

Purpose: To provide strategic leadership and support to ensure effective and efficient government practices and resource management

i. **Sub-Programme: Premier's Support**

Purpose: To render administrative assistance and support to the Premier to ensure that the Premier's Private-Office functions effectively and efficiently

ii. **Sub-Programme: Executive Council Support**

Purpose: To render efficient secretariat services to the Executive Council, Forum of Heads of Departments, Provincial Clusters and other key provincial decision-making fora.

iii. **Sub-Programme: Director General**

Purpose: To render effective and efficient support services to the Office of the Director General

iv. **Sub-Programme: Internal Audit**

Purpose: To audit accounting, financial and operating systems in the Office of the Premier by reviewing, measuring and evaluating the effectiveness of these systems and controls in the department

v. **Sub-Programme: Security and Integrity Management**

Purpose: To give strategic direction and coordinate the activities of Security and Integrity Management in the FSPG and render advice on matters related to security and integrity management in the Office of the Premier

vi. **Sub-Programme: Financial Management**

Purpose: To ensure sound financial management in the Office of the Premier

vii. **Sub-Programme: Risk and Ethics Management**

Purpose: To ensure efficient, effective risk and ethics management systems within the Office of the Premier

4.2 Programme 2: Institutional Development

Purpose: The purpose of this programme is encapsulated in the strategic objective, which is to provide corporate support functions to the Office of the Premier, coordinate and provide strategic direction to other provincial departments. High-level indicators below reflect the targets set for the MTEF period.

i. **Sub-Programme: Strategic Human Resource Management**
Purpose: To provide strategic direction and advice on human resource matters to all Provincial Departments and render Human Resource services to the Office of the Premier

ii. **Sub-Programme: Free State Training and Development Institute**
Purpose: To facilitate and coordinate the building of transverse capacity within the Free State Provincial Government through the human resource development of skills by the FSTDI

iii. **Sub-Programme: Provincial Skills Development Coordination**
Purpose: To facilitate the alignment of effective skills development within the province focusing on policy development, planning, stakeholder management, internships, learnerships, skills development outreach, work-integrated learning and provincial bursaries

iv. **Sub-Programme: Organisational Development**
Purpose: To provide Organisational Development, Performance Management and Service Delivery Improvement services to Free State Provincial Government

v. **Sub-Programme: Information and Communication Technology**
Purpose: To provide strategic direction about the effective utilisation of information technology and information communication technology in the Free State Provincial Government

vi. **Sub-Programme: Legal Services**
Purpose: To render advice to the Premier, Members of the Executive Council, the Director General, Heads of Departments and other officials on legal problems, manage litigation and to judicially edit and draft legislation and other relevant legal documents

vii. **Sub-Programme: Corporate Communication**
Purpose: To create an enabling environment for the Premier, Executive Council, and Director General to communicate important issues to members of the public and employees

viii. **Sub-Programme: Media Strategy and Liaison**
Purpose: To manage and implement a media strategy and ensure that the image of the FSPG and the Office of the Premier is held in good standing

ix. **Sub-Programme: Provincial Bursary Management**
Purpose: Administer and manage the Provincial bursary function and coordinate stakeholder management for full-time bursaries for the FSPG

4.3 Programme 3: Policy and Governance

Purpose: To align, integrate and coordinate the activities of all National, Provincial Departments, Municipalities and State-Owned Entities towards the goals and priorities of the government

i. **Sub-Programme: Special Programmes**
Purpose: The component coordinates and implements Premier Special Projects as identified by the Premier as well as the mainstreaming the rights of vulnerable groups

ii. **Sub-Programme: Intergovernmental Relations**
Purpose: To establish, facilitate and improve intergovernmental relations between the FSPG and other governments

iii. **Sub-Programme: Provincial Strategic Planning and Policy**
Purpose: To guide departments on strategic planning, alignment and research coordination as well as rendering an internal strategic planning service

4.4 Programme 4: Provincial Monitoring and Evaluation

Purpose: The purpose of this programme is encapsulated in the mission of the Office of the Premier which is “to provide strategic direction and coordinate integrated service delivery improvement within government in the Free State” and also in the strategic objective which is to lead and provide monitoring and evaluation services in Provincial and Local Government and Regional Offices of National Departments.

i. **Sub-Programme: Public Sector Monitoring and Evaluation**
Purpose: The purpose of the sub-programme is to:

- Facilitate, influence and support effective monitoring and evaluation of government programmes aimed at improving performance of provincial departments through Non-Financial Quarterly Performance Reporting;
- Monitor the implementation of the Medium term Strategic Framework (MTSF) Priority 2, 5 and 7; and
- To coordinate evaluations of provincial government programmes aimed at improving the performance of government programmes and supporting evidence based decision making.

ii. **Sub-Programme: Monitoring and Evaluation Programmes**
Purpose: To facilitate, influence and support institutional monitoring programmes within provincial departments aimed at improving service delivery by these institutions
To support institutional monitoring programmes within the Local Government Sphere aimed at improving the functionality of this sphere to deliver services
To monitor different sectors within the Free State Province responsible for the rendering of frontline services to citizens
To develop monitoring frameworks for the MTSF 2019-2024 priority 1, 3, 4 and 6 and provide reports and analysis on the achievement of targets for these priorities
To develop, monitor and provide analysis on a Government Programme of Action based on key deliverables and priorities of Free State Provincial Government

iii. **Sub-Programme: Provincial Intervention**
Purpose: The purpose of the sub-programme is to render efficient and effective community liaison, intervention, advice and support for integrated service delivery issues in the Free State Government. The component also ensures a better life for the people of Free State through co-operative government and co-ordinating integrated service delivery, provision of integrated government services and information to citizens, acting as a direct link between government and communities, moralising communities, proactively intervening in instances of social ills and conflicts and by implementing a complaints and compliments management system for the Office of the Premier.

Outcomes, outputs, output indicators, targets and actual achievements

According to the Annual Performance Plan 2020/2021, Programme 1 had a total of 34 planned performance measure indicators and targets, of which 27 were achieved. This constitutes 79.4% achievement of the performance indicator measures.

According to the Annual Performance Plan 2020/2021, Programme 2 had a total of 40 planned performance measure indicators and targets, of which 20 were achieved. This constitutes 50% achievement of the performance indicator measures.

According to the Annual Performance Plan 2020/2021, Programme 3 had a total of 30 planned performance measure indicators and targets, of which 19 were achieved. This constitutes 63.3% achievement of the performance indicator measures.

According to the Annual Performance Plan 2020/2021, Programme 4 had a total of 29 planned performance measure indicators and targets, of which 28 were achieved. This constitutes 96.6% achievement of the performance indicator measures.

Table 2.4.4.1:

*(To be used for a report against the originally tabled Annual Performance Plan until date of re-tabling (In the instance where a department has **re-tabled** an Annual Performance Plan in the financial year under review)*

Programme / Sub-programme:									
Outcome	**Output**	**Output Indi-cator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	***Actual Achievement 2020/2021 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Not applicable as the department did not re-table the Annual Performance Plan in the financial year under review.									

*Actual achievement must be reported in relation to the performance information reflected in the originally tabled Annual Performance Plan until date of re-tabling (In the instance where a department has re-tabled an Annual Performance Plan in the financial year under review).

Table 2.4.4.2:

*To be used for a report against the originally tabled Annual Performance Plan (In the instance where a department **did not re-table** the Annual Performance Plan in the financial year under review) OR Report against the re-tabled Annual Performance Plan*

1.1 Programme / Sub-programme: Programme 1: Administration / Premier's Support								
Outcome	**Output**	**Output Indi-cator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A functional, efficient, effective provincial government	Coordinated parliamentary activities	Report on parliamentary activities	4	4	4	4	0	
A functional, efficient, effective provincial government	An efficient and effective Premier's Inner-Office	Management report	4	4	4	4	0	

1.2 Programme / Sub-programme: Programme 1: Administration / Executive Council Support

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Operational and functional provincial EXCO	Report on the Executive Council (EXCO) Resolutions	new	new	4	4	0	
A functional, efficient, effective provincial government	Operational and functional provincial Premier's Coordinating Forum (PCF)	Report on the Premier's Coordinating Forum (PCF) Resolutions	4	4	4	0	4	No meetings were convened and focus was on the Covid pandemic
A functional, efficient, effective provincial government	Operational and functional provincial Cluster system	Reports on the Clusters Resolutions	4	4	16	4	12	Limited meetings were convened and focus was on the Covid pandemic
A functional, efficient, effective provincial government	Operational and functional provincial FOHOD	Reports on the Forum of Heads of Departments (FOHOD) Resolutions	new	new	12	12	0	
A functional, efficient, effective provincial government	Tracking and accountability system established	System developed to ensure that Resolutions of EXCO / Clusters / FOHOD / PCF are communicated to and implemented by all provincial departments	new	new	1	1	0	

1.3 Programme / Sub-programme: Programme 1: Administration / Director General

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional efficient, effective provincial government	Effective secretariat and support services are rendered to Executive Management meetings	Number of Executive Management meetings	new	new	4	4	0	
A functional efficient, effective provincial government	Effective secretariat and support services are rendered to Senior Management meetings	Number of Senior Management meetings	new	new	4	3	1	Prepared for State of the Province Address and Budget Vote
A functional efficient, effective provincial government	Decisions of the Executive and Senior Management meetings are communicated to all Programme Managers and the implementation thereof is monitored and reported on	Report on the implementation of decisions of the Executive and Senior Management meetings	new	new	4	4	0	
A functional efficient, effective provincial government	The performance of SMS members are managed effectively	Percentage of output indicators in the Annual Performance Plan achieved	new	new	100	100	0	
A functional efficient, effective provincial government	The performance of SMS members are managed effectively	Percentage of Internal Audit report recommendations implemented	new	new	100	100	0	
A functional efficient, effective provincial government	The performance of SMS members are managed effectively	Favourable Audit Opinion	new	new	1	1	0	

1.4 Programme / Sub-programme: Programme 1: Administration / Internal Audit

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional efficient, effective provincial government	Operational and functional internal audit system	Number of Internal audits conducted	15	15	15	15	0	
A functional efficient, effective provincial government	Operational and functional internal audit system	Report on the implementation of Internal Audit recommendations	new	new	4	4	0	
A functional efficient, effective provincial government	Operational and functional provincial Shared Audit Committee	Report on the implementation of the Shared Audit Committee decisions	new	new	4	4	0	

1.5 Programme / Sub-programme: Programme 1: Administration / Security and Integrity Management

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional efficient, effective provincial government	Reduced corruption	Percentage of Anti-Corruption cases resolved	new	new	80	80	0	
A functional efficient, effective provincial government	Reduced corruption	Report on Implementation of a Fraud Prevention and Detection Plan	new	new	4	4	0	
A functional efficient, effective provincial government	Reduced breaches of Information Security	Report on Information Security Compliance	new	new	4	4	0	
A functional efficient, effective provincial government	Improved oversight and integrated implementation	Report on Physical Security Compliance	new	new	4	4	0	

1.6 Programme / Sub-programme: Programme 1: Administration / Financial Management								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A functional efficient, effective provincial government	Reduced, unauthorised, irregular, wasteful and fruitless expenditure	Percentage reduction in unauthorised expenditure	new	new	100	0	100	No reduction reported
A functional efficient, effective provincial government	Reduced, unauthorised, irregular, wasteful and fruitless expenditure	Percentage reduction in irregular, wasteful and fruitless expenditure	new	new	15	0	15	No reduction reported
A gender, youth and disability responsive provincial government	Supply Chain Management guidelines implemented	Percentage of supply chain service providers appointed according to Supply Chain Management (SCM) process	new	new	100	100	0	
A functional efficient, effective provincial government	Suppliers paid according to SCM guidelines	Percentage of supply chain service providers paid within 30 days	new	new	100	100	0	
A gender, youth and disability responsive provincial government	Supply Chain Management guidelines implemented	Suppliers analysis reports	4	4	4	4	0	
A functional efficient, effective provincial government	Provincial Treasury guidelines implemented	Implementation of KCM reports recommendations	4	4	4	4	0	
A functional efficient, effective provincial government	Budget management processes implemented	Departmental budget Statements (EPRE)	1	1	1	1	0	

1.6 Programme / Sub-programme: Programme 1: Administration / Financial Management								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A functional efficient, effective provincial government	Budget management processes implemented	In-year-monitoring reports	12	12	12	12	0	

1.7 Programme / Sub-programme: Programme 1: Administration / Risk and Ethics Management								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A functional efficient, effective provincial government	Risk management plan implemented	Report on the implementation of the Risk Management Plan	4	4	4	4	0	
A functional efficient, effective provincial government	Finance, Risk and Ethics Management committee resolutions implemented	Report on the implementation of the Finance, Risk and Ethics management committee resolutions	new	new	4	3	1	Covid 19 and Lockdown Restrictions
A functional efficient, effective provincial government	Audit action plan implemented	Percentage of Audit Action Plan corrective measures implemented	new	new	100	100	0	
A functional efficient, effective provincial government	Ethics management programmes implemented	Percentage of officials on SMS, salary level 12 and 11 including OSD, finance and SCM irrespective of the salary level who have submitted financial disclosures in the prescribed timeframe	new	new	100	100	0	

1.7 Programme / Sub-programme: Programme 1: Administration / Risk and Ethics Management

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional efficient, effective provincial government	Ethics management programmes implemented	Report on the implementation of the ethics management programmes	new	new	4	3	1	Covid 19 and Lockdown Restrictions
A functional efficient, effective provincial government	PSC remedial action implemented	Report on the compliance findings and remedial action of the financial disclosure process	new	new	1	1	0	

2.1 Programme / Sub-programme: Programme 2: Institutional Development / Strategic Human Resource Management

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Human Resource Plan Implemented	Percentage of funded posts filled	new	new	100	0	100	Due to Covid 19 restrictions the Department was not able to conduct interviews
A functional, efficient, effective provincial government	Human Resource Plan Implemented	Percentage of SMS women employed according to the departmental equity target	new	new	50	53	3	The female SMS surpassed the 50% target as a result of two males who exited the organisation within the reporting period
A functional, efficient, effective provincial government	Human Resource Plan Implemented	Percentage of youth appointed	new	new	20	17	3	No new appointments were made during the reporting period
A functional, efficient, effective provincial government	Human Resource Plan Implemented	Percentage of people living with disability employed according to the departmental equity target	new	new	1.3	1.2	0.1	No new appointments were made during the reporting period

2.1 Programme / Sub-programme: Programme 2: Institutional Development / Strategic Human Resource Management

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Improved coordination	Report on the implementation of transversal responsibilities	new	new	2	2	0	

2.2 Programme / Sub-programme: Programme 2: Institutional Development / Free State Training and Development Institute

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Provincial WSP implemented	Number of training opportunities provided	44	44	48	31	17	Covid 19 and Lockdown Restrictions
A functional, efficient, effective provincial government	HRD Plan implemented	Report on progress with the implementation of HRD plan	new	new	1	1	0	
A functional, efficient, effective provincial government	Improved coordination and integrated implementation	Report on the implementation of coordination and transversal responsibility of the Unit	new	new	2	2	0	

2.3 Programme / Sub-programme: Programme 2: Institutional Development / Provincial Skills Development Coordination

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Facilitate a skilled and capable workforce across various sectors in the province	Report on the implementation of Skills Development Programmes	new	new	4	4	0	

2.3 Programme / Sub-programme: Programme 2: Institutional Development / Provincial Skills Development Coordination

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Facilitate a skilled and capable workforce across various sectors in the province	Report on Graduates placed in terms of the Graduate Development Programme	new	new	4	4	0	
A functional, efficient, effective provincial government	Improved coordination and integrated implementation	Report on the implementation of coordination and transversal responsibility of the Unit	new	new	4	4	0	

2.4 Programme / Sub-programme: Programme 2: Institutional Development / Organisational Development

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved coordination between national, provincial & local government	Aligned mandate, function and structure with government priorities	Report on the review of the organizational structure	new	new	2	2	0	
Improved coordination between national, provincial & local government	Aligned mandate, function and structure with government priorities	Percentage of posts re-evaluated according to the Job Evaluation process.	new	new	100	100	0	
Improved coordination between national, provincial & local government	Aligned mandate, function and structure with government priorities	Report on Percentage of compliance with Performance Management System	new	new	5	4	1	DPSA released a circular extending all 2019/20 due dates to 31 March 2021
Improved coordination between national, provincial & local government	Batho Pele and Frontline principles strengthened	An approved Service Delivery Improvement Plan (SDIP's)	new	new	1	1	0	

2.4 Programme / Sub-programme: Programme 2: Institutional Development / Organisational Development								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved coordination between national, provincial & local government	Batho Pele and Frontline principles strengthened	A Service Delivery Improvement Plan Implementation Report	new	new	2	1	1	Unsigned report
A functional, efficient, effective provincial government	Improved coordination	Report on the implementation of transversal responsibilities	new	new	2	2	0	

2.5 Programme / Sub-programme: Programme 2: Institutional Development / Information Communication Technology								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Effective and efficient ICT functionality	Information and Communication Technology Plan	new	new	1	1	0	
A functional, efficient, effective provincial government	Effective and efficient ICT functionality	Information and Communication Technology Plan Implementation Report	new	new	2	2	0	
A functional, efficient, effective provincial government	Effective and efficient ICT functionality	Percentage of help desk calls responded to in 24 hours	new	new	90	87	3	Non-availability of users due to work schedule, technicians not updating their calls and the Covid-19 pandemic
A functional, efficient, effective provincial government	Improved coordination	Report on the implementation of transversal responsibilities	new	new	2	2	0	

2.6 Programme / Sub-programme: Programme 2: Institutional Development / Legal Services

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Legal Advice and support within service standards	Report on delivery of legal advice and support to clients in accordance with service standards	new	new	4	4	0	
A functional, efficient, effective provincial government	Proactive legal information	Number of legal awareness documents on litigation trends and legal developments	new	new	20	20	0	
A functional, efficient, effective provincial government	Review of provincial legislation	Report on the implementation of the review of Provincial Legislation Project	new	new	2	2	0	
A functional, efficient, effective provincial government	Promote access to information	Percentage of valid PAIA requests responded to	new	new	100	100	0	
A functional, efficient, effective provincial government	Improved coordination and integrated implementation	Report on the implementation of co-ordination and transversal responsibility of the Unit	new	new	4	4	0	

2.7 Programme / Sub-programme: Programme 2: Institutional Development / Corporate Communication								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
Social compact and engagement with key stakeholders	Communication is improved internally and externally	Corporate communication strategy developed	new	new	1	0	1	Did not update the strategy
Social compact and engagement with key stakeholders	Communication is improved internally and externally	Report on progress with implementation of corporate communication strategy	new	new	4	3	1	Due to Covid 19 restrictions Quarter 1 was not reported on
Social compact and engagement with key stakeholders	Communication is improved in the Office of the Premier	Number of monthly newsletters published	new	new	12	9	3	Due to Covid 19 restrictions Quarter 1 was not reported on
Social compact and engagement with key stakeholders	Internal communication is improved in the FSPG	Reports on the monthly updates to the Office of the Premier Intranet and website and notices	new	new	12	9	3	Due to Covid 19 restrictions Quarter 1 was not reported on
Social compact and engagement with key stakeholders	Internal communication is improved in the Office of the Premier	Reports on event management and mobilisation campaigns	new	new	2	2	0	
A functional, efficient, effective provincial government	Improved coordination and integrated implementation	Report on the implementation of co-ordination and transversal responsibility of the Unit	new	new	4	3	1	Due to Covid 19 restrictions Quarter 1 was not reported on

2.8 Programme / Sub-programme: Programme 2: Institutional Development / Media Strategy and Liaison

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Social compact and engagement with key stakeholders	To profile the successes of Government in the community through the Internet and other media of communication	Number of government newspapers published in media	new	new	4	3	1	Due to Covid 19 restrictions Quarter 1 was not reported on
Social compact and engagement with key stakeholders	To profile the successes of Government in the community through the Internet and other media of communication	Media and Liaison Strategy developed	new	new	1	0	1	Strategy was not updated
Social compact and engagement with key stakeholders	A uniform, corporate and positive image of Government is portrayed to the community	Percentage of media reports referred to relevant components and/or departments for intervention and/or response	new	new	100	75	25	Due to Covid 19 restrictions Quarter 1 was not reported on
Social compact and engagement with key stakeholders	A uniform, corporate and positive image of Government is portrayed to the community	Report on media briefings held and statements issued	new	new	4	3	1	Due to Covid 19 restrictions Quarter 1 was not reported on
A functional, efficient, effective provincial government	Improved coordination and integrated implementation	Report on the implementation of coordination and transversal responsibility of the Unit	new	new	4	3	1	Due to Covid 19 restrictions Quarter 1 was not reported on

2.9 Programme / Sub-programme: Programme 2: Institutional Development / Provincial Bursary Management

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Development of scarce and critical skills for the province	Report on newly granted International and Local Bursaries	new	new	2	1	1	Due to Covid 19 no reports were submitted in the first quarter
A functional, efficient, effective provincial government	Development of scarce and critical skills for the province	Report on Maintenance of Local and International Graduates	new	new	2	2	0	
A functional, efficient, effective provincial government	Improved coordination and integrated implementation	Report on the implementation of coordination and transversal responsibility of the Unit	new	new	4	3	1	Due to Covid 19 no reports were submitted in the first quarter

3.1 Programme / Sub-programme: Programme 3: Policy and Governance / Special Programmes

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Percentage of government/ municipal buildings assessed complying with disability access guidelines per district	new	new	40	0	0	Reported achievement could not be confirmed
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Percentage of functional departmental focal person (youth, gender and disability) (job descriptions developed, and job evaluations completed)	new	new	100	100	0	

3.1 Programme / Sub-programme: Programme 3: Policy and Governance / Special Programmes								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Gender Based Violence (GBV) provincial strategy reviewed	new	new	1	1	0	
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Gender Based Violence (GBV) Forum established	new	new	1	1	0	
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Monitoring report on the interventions towards halving new HIV/ AIDS infection (Target 1990) amongst young women (Public Service)	new	new	4	0	4	Reported achievement could not be confirmed
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Report on gender, youth and disability responsive planning, budgeting and M&E	new	new	1	0	1	Reported achievement could not be confirmed
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Report on national calendar of activities	new	new	4	0	4	Reported achievement could not be confirmed
A gender, youth and disability responsive provincial government	Improved oversight and integrated implementation	Report on the implementation of decisions at provincial forum meetings	new	new	4	4	0	

3.1 Programme / Sub-programme: Programme 3: Policy and Governance / Special Programmes								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Report on the support provided to military veterans	new	new	4	0	4	Reported achievement could not be confirmed
A gender, youth and disability responsive provincial government	Protection of vulnerable groups	Report on the provincial compliance with the Military Veterans summit resolutions	new	new	1	0	1	Reported achievement could not be confirmed

3.2 Programme / Sub-programme: Programme 3: Policy and Governance / Intergovernmental Relations								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Efficient and effective integrated government	Report on Memoranda of Understanding all new, existing and expired memoranda of understandings (MOU's) in the province entered into between the Free State province and provinces in other countries (Baseline)	new	new	1	1	0	
A functional, efficient, effective provincial government	Efficient and effective integrated government	Report on the implementation of all active MOU's in the province	new	new	3	0	3	Reported achievement could not be confirmed

3.2 Programme / Sub-programme: Programme 3: Policy and Governance / Intergovernmental Relations								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A functional, efficient, effective provincial government	Efficient and effective integrated government	Report on intergovernmental relations, with key stakeholders across Departments and sectors	new	new	4	0	4	Reported achievement could not be confirmed
A functional, efficient, effective provincial government	Efficient and effective integrated government	Guidelines on the Provincial Framework for Intergovernmental relations	new	new	1	1	0	
A functional, efficient, effective provincial government	Efficient and effective integrated government	Guidelines on protocol services	new	new	1	1	0	
A functional, efficient, effective provincial government	Improved oversight and integrated implementation	Report on the implementation of decisions at provincial forum meetings	new	new	4	0	4	No meetings convened as focus was on the Covid 19 pandemic

3.3 Programme / Sub-programme: Programme 3: Policy and Governance / Provincial Strategic Planning and Policy								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A functional, efficient, effective provincial government	A functional planning system	A Report on the Review of the FSGDS	1	1	1	1	0	
A functional, efficient, effective provincial government	A functional planning system	Provincial International Relations and Cooperation Framework	new	new	1	1	0	
A functional, efficient, effective provincial government	A functional planning system	Provincial institutional framework for the DDM	new	new	1	1	0	

3.3 Programme / Sub-programme: Programme 3: Policy and Governance / Provincial Strategic Planning and Policy								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from planned target to Actual Achievement 2020/2021**	**Reasons for deviations**
A functional, efficient, effective provincial government	A functional planning system	DDM Provincial Coordinating Committee established	new	new	1	1	0	
A functional, efficient, effective provincial government	A functional planning system	NDP, MTSF, FSGDS Alignment Guide 2020-2025	new	new	1	1	0	
A functional, efficient, effective provincial government	A functional planning system	NDP, MTSF, FSGDS and IDP Alignment Report	new	new	1	1	0	
A functional, efficient, effective provincial government	A functional planning system	OTP Strategic Plan and APP	3	3	1	1	0	
A functional, efficient, effective provincial government	A functional planning system	OTP Quarterly Performance reports	new	new	4	4	0	
A functional, efficient, effective provincial government	A functional planning system	OTP Performance Review report	new	new	1	1	0	
A functional, efficient, effective provincial government	A functional planning system	OTP Annual Performance Report (non-financial performance)	1	1	1	1	0	
A functional, efficient, effective provincial government	Well-coordinated research	Provincial Research and Development Agenda 2020-2025	1	1	1	1	0	
A functional, efficient, effective provincial government	Well-coordinated research	Report on Research projects undertaken	new	new	2	2	0	

3.3 Programme / Sub-programme: Programme 3: Policy and Governance / Provincial Strategic Planning and Policy

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Well-coordinated research	Report on the implementation of Research MOU action plan with institutions of higher learning	new	new	2	0	2	Reported achievement could not be confirmed
A functional, efficient, effective provincial government	Well-coordinated research	Provincial Research Repository established	new	new	1	0	1	Reported achievement could not be confirmed

4.1 Programme / Sub-programme: Programme 4: Provincial Monitoring and Evaluation / Public Sector Monitoring and Evaluation

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Analysed Quarterly Performance Reports for Non-Financial Performance Information	Analysis Reports on the provincial departments' quarterly Non-Financial Performance Information	4	8	4	4	0	
A functional, efficient, effective provincial government	Published Reports on non-financial performance information in terms of the Quarterly Performance Reporting (QPR) model	Non-financial performance information reports published in terms of the Quarterly Performance Reporting (QPR) model	8	4	4	4	0	
A functional, efficient, effective provincial government	Consolidated Quarterly non-financial performance analysis reports for provincial departments	Quarterly provincial non-financial performance analysis reports for Executive Management	new	new	4	4	0	

4.1 Programme / Sub-programme: Programme 4: Provincial Monitoring and Evaluation / Public Sector Monitoring and Evaluation

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Improved data integrity	Verification Reports on departmental quarterly Non-Financial Performance Information	new	12	12	12	0	
A functional, efficient, effective provincial government	Reviewed departmental performance on Annual Performance Plans	Annual Review of Departmental non-financial performance information	new	1	1	1	0	
A functional, efficient, effective provincial government	Refined Free State 2019-2024 MTSF Monitoring Framework	Review and Update 2019-2024 MTSF Monitoring Frameworks for Priority 2, 5 and 7	new	new	1	1	0	
A functional, efficient, effective provincial government	Analysed reports on the implementation of the 2019-2024 MTSF Priority 1, 3, 4 and 6	Analysis Reports on the implementation of the 2019-2024 MTSF Priority 2, 5 and 7	new	new	4	4	0	
A functional, efficient, effective provincial government	Approved Provincial Evaluation Plan	Rapid Evaluations in terms of the DPME Concept Framework for preparing country report on COVID 19	new	1	1	1	0	
A functional, efficient, effective provincial government	Progress reports on the implementation of the Provincial Evaluation Plan	Reports on the implementation of the Provincial Evaluation Plan	new	new	4	4	0	

4.1 Programme / Sub-programme: Programme 4: Provincial Monitoring and Evaluation / Public Sector Monitoring and Evaluation

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Monitoring of economic and social measures to combat Coronavirus pandemic, report on lessons learnt so far and recommendations	Reports on economic and social measures implemented by Human Settlements, DESTEA, DPR&T and DARD to combat Coronavirus in the Free State	new	new	4	4	0	

4.2 Programme / Sub-programme: Programme 4: Provincial Monitoring and Evaluation / Monitoring and Evaluation Programmes

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Analysed Quarterly Performance Reports for Non-Financial Performance Information	Analysis Reports on the provincial departments' quarterly Non-Financial Performance Information	4	8	4	4	0	
A functional, efficient, effective provincial government	Published Reports on non-financial performance information in terms of the Quarterly Performance Reporting (QPR) model	Non-financial performance information reports published in terms of the Quarterly Performance Reporting (QPR) model	8	4	4	4	0	

4.2 Programme / Sub-programme: Programme 4: Provincial Monitoring and Evaluation / Monitoring and Evaluation Programmes								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Support provided to the Department of Cooperative Governance and Traditional Affairs (COGTA) to improve the quality of management practices at Local Government level	Report on the outcome of support provided to COGTA with the Local Government Management Improvement Model (LG-MIM)	1	1	1	1	0	
A functional, efficient, effective provincial government	Improved quality of management practices at Provincial Government Level	Report on the implementation of MPAT 1.8 Departmental Improvement Plans	2	2	2	2	0	
A functional, efficient, effective provincial government	Refined Free State 2019-2024 MTSF Monitoring Framework	Review and Update the 2019-2024 MTSF Monitoring Frameworks for Priority 1, 3, 4 and 6	new	new	1	1	0	
A functional, efficient, effective provincial government	Analysed reports on the implementation of the 2019-2024 MTSF Priority 1, 3, 4 and 6	Analysis Reports on the implementation of the 2019-2024 MTSF Priority 1, 3, 4 and 6	new	new	4	4	0	
A functional, efficient, effective provincial government	Integrated Programme of Action with commitments made in the State of the Province Address (SOPA) and Budget Votes Speeches	Integrated Programme of Action for SOPA Injunctions	new	1	1	1	0	

4.2 Programme / Sub-programme: Programme 4: Provincial Monitoring and Evaluation / Monitoring and Evaluation Programmes

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Analysed reports on the implementation of the Government Programme of Action for SOPA and Budget Vote Injunctions	Progress Reports on the implementation of departmental SOPA Injunctions	new	4	4	4	0	
A functional, efficient, effective provincial government	Consolidated Presentations on the findings in relation to the implementation of the Government Programme of Action for SOPA and Budget Votes Injunctions	EXCO and FOHOD Presentations on the Implementation of departmental SOPA and Budget Votes Injunctions	new	4	4	4	0	
A functional, efficient, effective provincial government	Identified priority areas to be assessed in terms of frontline service delivery	2020/2021 District Based Frontline Service Delivery Monitoring Plan	new	new	1	1	0	
A functional, efficient, effective provincial government	Assessed Frontline Service Delivery facilities to determine challenges with service delivery	Reports on Frontline Service Delivery Monitoring Findings per District	4	2	3	3	0	

4.3 Programme / Sub-programme: Programme 4: Provincial Monitoring and Evaluation / Provincial Intervention

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A functional, efficient, effective provincial government	Updated Service Delivery Profile for Free State Municipalities	Updated Service Delivery Profile for Free State Municipalities	new	1	2	1	1	The Premier received 1850 food parcels from Tigerbrands to distribute among the poor and vulnerable groups in the Free State province. The staff from Service Delivery Intervention Unit which was supposed to profile municipalities had to work together with Meals on Wheels to package the 1850 food parcels
A functional, efficient, effective provincial government	Updated Service Delivery Intervention and implementation plan	Service Delivery Intervention and implementation plan	new	1	1	1	0	
A functional, efficient, effective provincial government	Improved service delivery	Progress report on Service Delivery Interventions	4	4	3	3	0	
A functional, efficient, effective provincial government	Improved service delivery and accessibility of services to the public	Reports on Community Development Workers Programme	4	4	4	4	0	
A functional, efficient, effective provincial government	Improve resolution of cases reported through Direct Liaison Services	Reports on cases reported through Direct Liaison Services	new	new	3	3	0	
A functional, efficient, effective provincial government	Improve service delivery	Reports on the Thusong and Operation Hlasela Service Centres	4	4	4	4	0	
A functional, efficient, effective provincial government	Improved resolution of cases reported through the Presidential Hotline	Reports on cases reported through Presidential Hotline	new	new	4	4	0	
A functional, efficient, effective provincial government	Provincial Database on incomplete projects developed	Reports on incomplete projects in the province	new	new	2	2	0	

**Actual achievement must be reported in relation to the performance information reflected in the originally tabled Annual Performance Plan (In the instance where a department did not re-table the Annual Performance Plan in the financial year under review) OR in relation to the performance information reflected in the re-tabled Annual Performance Plan.

Strategy to overcome areas of under performance

Based on the analysis of reasons for under-performance, the Office of the Premier has implemented the following strategy to prevent as far as possible a recurrence, namely:

- Improving on Output indicators – indicators should be SMART (specific, measurable, attainable, relevant, and time-bound);
- Improving on Technical indicator descriptions – clearly describing the what and how of each performance indicator; and
- Reprioritisation, planning and budget alignment of planned outputs.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

It should be noted that there are not Standardised Outputs and Output Indicators for Offices of the Premier. This paragraph is therefore outlining the performance against provincial outputs as outlined in the Office of the Premier's Strategic Plan.

The Office of the Premier is the centre of governance, hence the provincial outputs focus on how the Office of the Premier will enhance cooperative governance within the Province, ensure effective stakeholder management and communication, promote an integrated service delivery model, as well as enrich performance management and accountability through monitoring and evaluation.

The contributions of the Office of the Premier are encapsulated in four main areas, which summarise the outputs to reach specific outcomes. These areas are as follows:

a. Administration

Outcome contribution:

- Improved coordination between national, provincial and local government;
- A functional, efficient and effective provincial government; and
- A social compact and engagement with key stakeholders.

Summary of Outputs:

- Provided executive support to the Premier, Provincial Executive Council and the Director General in respect of strategic and operational management matters.
- Rendered Executive Support Services (including Cluster Management Services) as well as financial management and accounting, security coordination, risk management and internal audit functions.

b. Institutional Development

Outcome contribution:

- Improved coordination between national, provincial and local government;
- A functional, efficient and effective provincial government;
- A social compact and engagement with key stakeholders; and
- A gender, youth and disability responsive provincial government.

Summary of Outputs:

- Provided strategic guidance, direction and leadership concerning the many transversal functions within the provincial government.
- Provided transversal services and department-specific services concerning human resources, training and development as well as administering the national skills fund in the Free State including overseeing the coordination of internship and learnership programmes, organizational development, information communication technology, legal services and corporate communications.
- Provided media and community liaison services pertaining to service delivery and other related matters.

c. Policy & Governance

Outcome contribution:

- Improved coordination between national, provincial and local government;
- A functional, efficient and effective provincial government; and
- A gender, youth and disability responsive provincial government.

Summary of Outputs:

- Provided coordinated research, integrated planning, provincial government infrastructure coordination.
- Provided inter-governmental relations services
- Coordinated special programmes which focuses on gender, youth, the elderly and the disabled as well as support to Military Veterans.

d. Provincial Monitoring and Evaluation

Outcome contribution:

- Improved Leadership, Governance and Accountability
- Strengthen efficiency in government
- A Developmental State in contact with its citizens, responsive and growing public trust

Summary of Outputs:

- Conducted oversight through monitoring and evaluation of performance of provincial departments
- Intervened on service delivery challenges through public sector monitoring, monitoring and evaluation programmes.
- Provided community liaison and Thusong services.
- Provided Community Development Worker Programme and Presidential Hotline services.

Reporting on the Institutional Response to the COVID-19 Pandemic

Covid-19 has taught us to create new opportunities as government, adjust our operations and rethink how we do things. In order to position the Free State to cushion the impact of the pandemic, we created the Provincial Coronavirus Command Council, Command Centre and Provincial Joint Operations Centre to provide oversight and mitigate the impact of the Covid-19 pandemic and ensure continued government work.

Table: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location (Province/ District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Office of the Premier	Measures put in place for all COVID 19 protocols to be observed and to be COVID 19 compliant in terms of the Regulations (Committee dealing with COVID 19 issues in place, Compliance Officer appointed, Remote / shift working system in place, PPE's distributed to all employees, signage done, social distancing advocated, risk reports conducted, contact tracing done on positive officials to allow for self-isolation and self-quarantine, etc.)	Provincial offices in Bloemfontein, Intervention Unit and Thusong Service Centres (TSC)	All employees in relevant buildings	O.R Tambo House: 252 employees Fidel Castro Building: 22 employees Sinodale,Building: 27 employees Brahman Building: 31 employees Reserve Bank / Old Sanlam Building: 24 employees Thaba Nchu TSC: 4 employees Trompsburg TSC: 2 employees Hertzogville TSC: 3 employees Qwaqwa TSC: 10 employees Winburg TSC: 1 employee Zastron TSC: 3 employees Welkom TSC: 9 employees and 265 Community Development Workers (CDW's)	R6 million	Not applicable	Did not form part of the APP	To mitigate the impact of the COVID 19 virus on the workforce To ensure that the workforce is protected against the virus To ensure continuous service delivery in the FSPG To ensure COVID 19 compliance in terms of the relevant prescripts

Linking performance with budgets

Programme 1: Administration

The final appropriation of the 2019/20 financial year (R71,868 million) increased with 5.9% to R76,076 million in the 2020/21 financial year. Although this programme could spend 98.8% of its budget in the 2019/20 financial year it could only spent R73,593 (96.7%) of its budget in the 2020/21 financial year. The underspending was mainly due to slow spending on funds earmarked for COVID-19.

Programme 2: Institutional Development

The final appropriation of the 2019/20 financial year (R412,919 million) decreased with 0.16% to R412,278 million in the 2020/21 financial year. The expenditure under this programme in the 2019/20 financial year amounted to R405,001 (98.1%) while it could only spend R245,614 million (59.6%) of its budget in the 2019/20 financial year. The underspending is due to vacant posts not filled, slow spending on provincial bursaries and goods and services due to the Covid-lockdown during the year under review.

Programme 3: Policy and Governance

The final appropriation of the 2019/20 financial year (R69,881 million) increased with 8.1% to R75,564 million in the 2020/21 financial year. This programme overspent its budget with R74,518 million (106.6%) in the 2019/20 financial year, due to payments to contractors and event promoters as well as transport for public events. During the 2020/21 financial year adjusted appropriation for goods and services was reduced with R1,564 million, through virement, towards programme 4. The total expenditure for the programme in the 2020/21 financial year amounted to R52,496 million (70.9). The underspending was due to the Covid-19 lockdown during the financial year.

Programme 4: Monitoring and Evaluation

The final appropriation of the 2019/20 financial year (R149,354 million) decreased with 8.8% to R136,179 million in the 2020/21 financial year. The expenditure under this programme in the 2019/20 financial year amounted to R147,269 (98.6%). During the 2020/21 financial year the appropriation for households, machinery and equipment and payment for financial assets were supplemented with a virement amounting to R1,564 million from programme 3. This programme spent its full budget except for R2 000, which is regarded as immaterial.

Sub-programme expenditure

Programme 1:

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Premier Support	13,411	13,412	(1)	12,868	12,579	289
Executive Council Support	3,575	3,574	1	4,308	4,183	125
Director General	15,563	13,079	2,484	15,186	14,934	252
Financial Management	43,527	43,528	(1)	39,506	39,338	168
Total	**76,076**	**73,593**	**2,483**	**71,868**	**71,034**	**834**

Programme 2:

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Strategic Human Resource	358,726	195,871	162,855	359,116	354,598	4,518
Information Communication Technology	25,165	22,723	2,442	22,543	20,704	1,839
Legal Services	10,089	9,794	295	9,680	9,393	287
Communication Services	18,298	17,226	1,072	21,580	20,306	1,274
Total	**412,278**	**245,614**	**166,664**	**412,919**	**405,001**	**7,918**

Programme 3:

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Special Programmes	34,146	24,745	9,401	43,344	118,539	(75,195)
Intergovernmental Relations	9,816	8,525	1,291	11,641	11,523	118
Provincial Policy Management	30,038	19,226	10,812	14,896	14,337	559
Total	**74,000**	**52,496**	**21,504**	**69,881**	**144,399**	**(74,518)**

Programme 4:

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Monitoring and Evaluation Programme	7,660	7,691	(31)	9,127	8,831	296
Public Sector Performance Monitoring and Evaluation	8,923	8,890	33	9,480	9,241	239
Provincial Intervention	119,596	119,596	-	130,747	129,197	1,550
Total	**136,179**	**136,177**	**2**	**149,354**	**147,269**	**2,085**

5. TRANSFER PAYMENTS

5.1. Transfer payments to public entities

Not applicable as no transfer payments to public entities were made during the financial year under review.

Name of Public Entity	Key Outputs of the public entity	Amount transferred to the public entity	Amount spent by the public entity	Achievements of the public entity
Not applicable				

5.2. Transfer payments to all organisations other than public entities

The Office of the Premier made the following transfer payments during the 2020/21 financial year, which expenditure is budgeted for, on an annual basis as part of the mandate of the department:

Purpose		R'000
Employer social benefits (leave gratuity)	-	1,451
Donations and gifts	-	1,257
Bursaries paid to non-employees		145,888
Total		**148,596**

The table below reflects the transfer payments made for the period 1 April 2020 to 31 March 2021

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
Central University of Technology	University	Train learners and implement programmes such as: • App development and computer systems programming • 4IR technologies such as 3D printing, cloud computing • Entrepreneurship for SMME's • Develop and launch app visually taking the clients on a journey, tourism routes, attractions and or historical land marks	Yes	5,000	5,000	Not applicable

The table below reflects the transfer payments which were budgeted for in the period 1 April 2020 to 31 March 2021, but no transfer payments were made.

Name of transferee	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Not applicable				

6. CONDITIONAL GRANTS

6.1. Conditional grants and earmarked funds paid

The Department did not pay any conditional grants and/or earmarked funds during the reporting period.

6.2. Conditional grants and earmarked funds received

The Department did not receive any conditional grants and/or earmarked funds during the reporting period.

7. DONOR FUNDS

7.1. Donor Funds Received

Donor Fund National Skills Fund Project:

Name of donor	Sector Education and Training Authority (SETA)
Full amount of the funding	R7,505,362.07
Period of the commitment	2020/2021
Purpose of the funding	Skills Development Projects
Expected outputs	(1700) WIL 120, Learnership 485, Apprenticeship 1095
Actual outputs achieved	(1730) WIL 120, Learnership 485, Apprenticeship 1113, Bursaries 12
Amount received in current period (R'000)	R7,505,362.07 (R5,706,390.07 plus R1,798,972 retained from the previous year)
Amount spent by the department (R'000)	R3,729,134.45
Reasons for the funds unspent	Delay in transfer of funds by SETA as well as projects run across financial years
Monitoring mechanism by the donor	Quarterly Reports

8. CAPITAL INVESTMENT

8.1. Capital investment, maintenance and asset management plan

The nature and functions of the Department does not involve investment in infrastructure projects. Capital expenditure during the period under review consists of the procurement of new machinery and equipment and software as well as the replacement of obsolete machinery and equipment

Infrastructure projects	2020/2021			2019/2020		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Computer Equipment	1,704	1,703	1	720	649	70
Furniture and Office Equipment	175	30	145	63	60	4
Other Machinery and Equipment	114	114	-	413	223	190
Intangible Assets	497	-	497	-	-	-
Total	**2,490**	**1,847**	**643**	**1,196**	**932**	**264**

PART C:
GOVERNANCE

1. INTRODUCTION

Commitment by the department to maintain the highest standards of governance is fundamental to the management of public finances and resources. Users want assurance that the department has good governance structures in place to effectively, efficiently and economically utilize the state resources, which is funded by the tax payer.

2. RISK MANAGEMENT

The department has approved, communicated and implemented the risk management policy and strategy in 2020/21 financial year in line with Public Sector Risk Management Framework.

The department conduct an enterprise risk assessment during the financial year and the progress on implementation of the risk action plan is performed on quarterly basis process, to ensure the effectiveness of the approved risk management strategy furthermore; the formal or informal risk assessment is conducted to review and identify the emerging risks in order to update the risk register.

The risk management committee has been appointed, which sit on a quarterly basis and when necessary, to provide an oversight role with regards to the risk management system within the department.

The risk management provide the reports to the Audit Committee in order to provide an independent review on the effectiveness of the risk management systems

The Risk Management system are effective as they address certain uncertainties faced by the department in line with the strategic objectives, however, there are still room for improvement.

3. FRAUD AND CORRUPTION

As per section 29.1.1(e) of the Treasury Regulations prescribed under the PFMA it is a requirement for departments, trading entities, constitutional institutions, and public entities to prepare a Corporate Plan, which includes a Fraud Prevention Plan.

As the Office of the Premier in the Free State Province we have put in place methods to investigate, deal with and eventually curb all manifestations of corruption, including the perceptions of corruption. We are having an investigation team that under difficult circumstances deals with all outstanding cases from the NACH (National Anti-Corruption Hotline). Handling the occurrences of corruption is treated as a business process by the Office of the Premier after receiving complaints from the NACH (National Anti-Corruption Hotline) hosted by the Public Service Commission. Other sources of information on alleged occurrences of corruption are Citizen Walk-ins into the Office of the Premier then these are referred to Security, Advisory and Coordination Unit which deals with Fraud and Corruption. The Premier's Intervention Unit also receives and refers matters to the afore-mentioned component. There is therefore a variable means through which citizens report or seek relief to any acts of corruption or alleged corrupt practices.

The Whistle Blowing implementation plan for the Department was prepared to give effect to the implementation of the whistle blowing policy, whistle blowing management activities and sets out whistle blowing activities planned for the 2017/2018 financial year.

The Departmental Fraud Prevention and Detection Plan (FPDP) was approved by the Acting Director General on 14 July 2017.

The purpose of the Public Service Ethics Resource Centre is to provide comprehensive and practical business tools to support Ethics/Anti-corruption Practitioners in order to strengthen efforts for clean governance. The Resource Centre contains a variety of instruments and information, which can be used alone or in combination.

In order for us to have a common understanding of the e-Resource Centre and how it works a workshop was held on 27 November 2015. It also provides for an interactive discussion forum for ethics/anti-corruption practitioners in the public service.

The Whistle Blowing Policy for Office of the Premier was approved on 29 September 2014. The policy is designed to deal with concerns raised in relation issues relating to fraud, corruption, misconduct and malpractice within the Department. The policy will not apply to personal grievances, which will be dealt with under existing procedures on grievance, discipline and misconduct but deals with the following:

- Purpose of the Protected Disclosure ACT, 2000
- The Department's assurances to employees
- How the Department will handle the matter?
- Disclosure Route
- Any other procedures to report or remedy an impropriety

This is a business process under-taken by the Office of the Premier after receiving complaints from the NACH (National Anti-Corruption Hotline) hosted by Public Service Commission.

Case Management consists of the following:

- Office of the Premier through the Director General receives a complaint on a referral document/template and captures the complaint.
- The Director General reviews the complaint.
- The Office of the Director General allocates complaint for investigation to Security Advice/Coordination Component.
- The Director General and Head of the Security Advice/Coordination Component reviews the complaint and decides whether to investigate or refer to the relevant Department.
- Written Notice of Decision from the Department to Security Advice/Coordination Component.
- Security Advisory verifies if the investigation was conducted in a satisfactory manner.
- If not satisfactorily investigated consultation is done with the departmental investigator to assist or Security Advisory re-investigates after consultation with the latter.
- After completing the investigation, the report goes to the Director General for signature and forwarded to the Public Service Commission.
- Public Service Commission responds after receiving the case and advises whether to close the case or supply further information, evidence etc.
- This procedure to be followed in handling NACH cases can be found in the link below:

  http://fspg.fs.gov.za/Premier/AntiCorruption.htm

4. MINIMISING CONFLICT OF INTEREST

All SMS members, Levels 11 and 12 and officials in SCM annually declare their interests to the accounting officer; the declarations are then forwarded to the Public Service Commission.

All officials serving in the following committees are also required to declare their interests to the accounting officer.

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

No conflict of interest was detected during the financial year.

5. CODE OF CONDUCT

The primary purpose of the Code is to promote exemplary conduct. It regulates how employees should conduct themselves in the workplace and how to relate with fellow employees.

An employee shall be guilty of misconduct in terms of Section 20 (t) of the Public Service Act, 1994, and may be dealt with in accordance with the relevant sections of the Act if he or she contravenes any provision of the Code of Conduct or fails to comply with any provision thereof.

All new employees are furnished with the code of conduct. The code of conduct training is also offered during induction by the Free State Training and Development Institute. During the year information sessions are held to reiterate the importance of compliance to the code of conduct.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The Department has an Occupational Health and Safety Committee that assembles once a quarter. Committee members were capacitated to identify occupational health and safety hazards within the workplace. Identified hazards were reported on and it was recommended that said hazards be referred to the relevant directorates for intervention. At this point none of the identified hazards have an impact of deterring the Department from achieving its mandate.

7. PORTFOLIO COMMITTEES

Date of meeting	Matter raised	How has Department addressed matter
08 December 2020	**2020/21 1st Quarterly Non-Financial Report:**	
	Hard & soft copies submitted timeously	In compliance
	22 Targets not achieved:	
	Programme 1: Administration	
	• Premier's Co-ordinating Forum Resolutions	Targets could not be achieved due to Covid-19 lockdown restrictions
	• Reports on Clusters resolutions	
	• Percentage of Anti-corruption cases resolved	
	• Percentage of Audit Action Plan corrective measures implemented	
	• Report on the implementation of the ethics management programmes	
	• Report on the implementation of the Finance, Risk and Ethics management committee resolutions	
	Programme 2: Institutional Development	
	• Number of training opportunities provided	
	• Percentage of posts re-evaluated according to the Job Evaluation process	
	• Corporate communication strategy developed	Not achieved due to Covid-19 lockdown restrictions
	• Number of monthly newsletters published	
	• Report on the implementation of coordination and transversal responsibility of the Unit	Late submissions with insufficient evidence – Wrote letters to relevant components to correct these
	• Reports on the monthly updates to the Office of the Premier Intranet and website and notices	
	• Media and Liaison Strategy developed	
	• Number of government newspapers published in media	
	• Percentage of media reports referred to relevant components and/or departments for intervention and/or response	
	• Report on media briefings held and statements issued	
	• Report on the implementation of coordination and transversal responsibility of the unit	
	Programme 3: Policy and Governance	
	• Monitoring report on the intervention towards halving new HIV/AIDS infection (Target 1990) amongst young women (Public Service)	
	• Percentage of government/ municipal buildings assessed complying with disability access guidelines per district	
	• Report on Intergovernmental Relations, with key stakeholders across Departments and Sectors	
	• Report on the implementation of decisions at provincial forum meetings	Could not be achieved due to Covid-19 lockdown restrictions

Date of meeting	Matter raised	How has Department addressed matter
08 December 2020	**2019/20 2nd Quarterly Non-Financial Report:** Hard & soft copies submitted timeously 10 Targets not achieved: **Programme 1: Administration** • Premier's Co-ordinating Forum (PCF) Reports **Programme 3: Policy and Governance** **3.3 Official Development Assistance** • Research report on potential donors • International donor funding reports • Official Development Assistance (ODA) Forum Reports **3.7 Military Veterans Support** • Progress report on the provision of health care • Progress report on the provision of education support **Programme 4: Provincial Monitoring and Evaluation** **4.1 Public Sector Monitoring And Evaluation** • Analysis reports on implementation of MTSF POA by FSPG for Outcome 4,6,7,8,9 and 10 • MTSF POA Forum Meetings convened quarterly for each Outcome – Outcome 4,6,7,8,9 ad 10 **4.2 Monitoring and Evaluation Programmes** • MTSF POA Forum Meetings convened quarterly for each Outcome – Outcome 1,2,3, 5,12,13 and 14 • Analysis reports on implementation of MTSF POA by FSPG for Outcome 4,6,7,8,9 and 10	The PCF was scheduled for October 2019 but did not convene due to transition after the elections (in June 2019) No report was submitted No reports were submitted No reports were submitted due to vacancy in the component No submission was received from the Dept of Military Veterans – Develop a Memorandum of Understanding (MOU) between Provincial Government and Dept of Military Veterans The MTSF for the new term has not been released by DPME. As a result, the MTSF POA for the province could not be finalised in the absence of the new MTSF POA – Work on this indicator is dependent on the availability of the new MTSF The 2019-2024 MTSF must still be finalised and released by National before analysis reports can be done – The challenge is not within the control of the Province
08 December 2020	**Management of Covid-19 pandemic within the Department** To provide a progress report to the Portfolio Committee	Submitted report to Portfolio Committee via Executive Council

8. PROPAC RESOLUTIONS

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
3/2018	Bursaries	The Portfolio committee was concerned about the lack of proper processes, procedures and controls over the administration (awarding, recording and monitoring) as well as inadequate performance reporting on international bursaries.	• Senior management will be engaged on the development of selection criteria. • There is currently an advisory committee to the Director General. Furthermore, senior management will indicate how best the monitoring will be done. • There is currently an advisory committee to the Director General. Additionally, the student will have to indicate the reasons for non-performance and apply for the Director General's approval where there are genuine reasons with substantiating proof thereto. • As from this year (2020), the awarding of the bursaries is managed via the of the Chief Director: PHRD. Approval is then granted by the Director General per sub submission. Additionally, consequence management will be applied as the cases arise.	No (in process and ongoing)
3/2018	Compliance with SCM requirements	The Portfolio committee was concerned that the occurrence of goods and services could not be confirmed as no evidence could be submitted that goods and services paid for, were actually received and that a large number of service provided were appointed by deviating from SCM processes while competitive bidding or quotation processes for awarding contracts were not followed.	• Implement controls in the finance and supply chain management sections to ensure that goods and services paid for, are actually received. • Implement measures to ensure proper supporting documents are kept to prove occurrence. • Take actions to reduce deviations and comply with SCM regulations to appoint service providers for the required service. • Implement consequence management on related transactions.	No (in process and ongoing)
3/2018	Accruals and payables not recognised	The Portfolio committee was concerned about a lack of proper record keeping regarding accruals not captured on the LOGIS system	• Accruals and payables register has been implemented where at year end all accruals and payables will be reconciled and updated in the register, the register will be a source document for the accruals and payables amounts recorded in the AFS. • Implement remedial actions t manage operations within the department's appropriation. • Consequence management will be implemented based on the Public Service Act directives, and the results of any investigations relating to findings on the transgressions of SCM processes.	No (in process and ongoing)
3/2018	Irregular and fruitless expenditure	The Portfolio committee was concerned about payments made in contravention of SCM requirements and the failure to investigate the full extent of irregular expenditure incurred.	• Transversal contracts were awarded by the PT, however PT has indicated no transversal contract will be extended upon expiry of the contract. • All procurement is reviewed by four officials prior to the payment being processes (Internal Controller, Director, Head: SCM and SCM Performance Monitoring) • Investigation on the irregular expenditure is still in progress.	No (in process and ongoing)

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
3/2018	Internal Audit Unit	The Portfolio committee was concerned about the fact that the Accounting Officer did not ensure that all the recommendations by the Internal Audit unit were implemented.	• Internal Audit recommend that internal controls and supervisory controls be strengthened to ensure effective implementation of the Asset Management Policy and Loss Control Policy • The main cause of the identified weaknesses is largely attributed to lack of audit trail as documentation is not readily available. We therefore recommend that proper filing systems be implemented in order to ensure that documents are safeguarded. • The main cause of identified weaknesses is largely attributed to lack of supervisory checks, we therefore recommend that supervisory checks are strengthened to ensure that gaps identified in the system of internal control are corrected.	No (in process and ongoing)
3/2018	Financial Health	The Portfolio committee was concerned about the significant amount of accruals and payables that were not recognised as at 31 March 2018. This together with the non-disclosure of prepayments relating to bursaries indicates that a material uncertainty exists that may cast significant doubt on the department's ability to meet its financial obligations as they fall due and achieve service delivery as outlined in the Annual Performance Plan.	• Cost containment measures have been implemented and all employees travelling are authorised based on the cost containment limits, any excess amount is recovered directly from the employee.	Yes

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
1/2018	Human Resource Management	The Portfolio committee was concerned about the number of contract workers additional to the staff establishment. The Portfolio committee resolved that the Premier must report progress within 90 days from adoption of this resolution to this committee related to the following: The finalisation of the organizational structure in consultation with DPSA The decrease in the number of contract workers.	• The review of the organizational structure according to identified needs took place in the following functions: ◦ Creation of 19 Administration clerk posts in respect to the transfer of the function from Department of Education to the Office of the Premier, Student Liaison and Support Sub-directorate (10/04/2018) ◦ Amendment of the Office on the Rights of Children and Youth to the Youth Development Coordination Sub-directorate within Special Programmes Directorate (13/07/2018) ◦ Amendment of the Security Advisor/Coordinator Directorate that reports to the Director General (27/07/2018) ◦ Amendment of the Data Capturer posts to Administrative Officer posts and abolishment of the Secretary post within the Citizen Based Service Delivery Monitoring Sub-directorate within the Monitoring and Evaluation Programmes Chief Directorate (29/11/2018) ◦ Abolishment of the HIV/AIDS Management Sub-directorate to create a Provincial AIDS Council Secretariat Service (in consultation) ◦ Creation of an additional Principle State Law Advisor post within the Legal Services component (02/10/2019) ◦ Movement of Clusters from Provincial Policy, Planning and Coordination branch to Executive Secretariat Services Directorate (Concurrence from MPSA on 31/01/2020) • The review of the total organizational structure will be done in stages with the first three reporting tiers first and the reporting tiers below the first three reporting tiers in a second phase after conclusion of the Strategic Plan 2020/2024 of the Department. • A number of posts with funding attached to it has been identified, which will be advertised in due course, which will significantly contribute to the reduction of the number of contract workers.	No (in process and ongoing)
1/2018	IT Strategy	The Portfolio committee noted from the report of the Director General that FOHOD has adopted an IT strategy for the Free State departments.	• Ensure that quarterly reporting on the progress with the implementation of the IT strategy. Implementation is reported to FOHOD as well as this committee.	No (in process and ongoing)

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
1/2018	Annual financial statements	The Portfolio committee was concerned about the number of misstatements identified during the external audit process resulting in corrections to the financial statements of the department.	• Determine the cause of the misstatements of recoverable revenue, expenditure, payables and accruals to exercise consequence management for such errors and omissions in the financial statements. • Implement measures to ensure that financial statements are complete and free of material misstatements before submission thereof to the Provincial Treasury and AGSA • Capacitate officials responsible for maintaining of financial records (registers) during preparation of quarterly IFS to ensure reliable and complete reporting at year-end.	Yes
1/2018	Handling of complaints	The Portfolio committee was concerned about the lack of capacity to manage and assist provincial departments regarding cases reported on the Anti-Corruption Hotline.	• Fill critical funded vacant posts in the unit and capacitate these officials to manage and support provincial departments to respond to outstanding cases and timeously on future cases reported on the Anti-Corruption Hotline	No (in process and ongoing)
20/2018	Supply chain management	The Portfolio committee was concerned over the disregard for compliance with supply chain management regulations as this results in negative audit outcomes.	• SCM Head has been replaced with the Head of Assets and there has been much recognizable improvements in the controls of SCM. • SCM staff are attending SCM training conducted by Provincial Treasury from time to time. • All procurement is reviewed completely before processing to ensure completeness and adherence to the SCM prescripts, furthermore compliance to the SCM processes is evaluated by the SCM performance official. • All IT procurement is done through SITA contracts.	No (in process and ongoing)

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

The Department developed an action plan to address audit findings reported by the Auditor General in both the audit report and management report. The implementation of corrective measures is monitored on a monthly basis. There were no prior modifications to the audit reports.

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Not applicable		

10. INTERNAL CONTROL UNIT

Objective of Internal Control

Internal control unit makes sure that employees comply with laws and regulations, assets are safe guarded and used for business purposes.

Summary of Work Done

- To ensure that all documents are checked and verified to comply with Treasury Regulations, PPPFA, SCM policy, PFMA and other relevant legislations before payments are processed.
- To ensure that all internal and external audit management letter queries are resolved and recommendations are implemented before the next annual audit.

- To maintain Unauthorised, Irregular as well as Fruitless and Wasteful expenditure registers.
- To ensure all irregular, unauthorized and fruitless and wasteful expenditure identified, are investigated and resolved and also to ensure that Departmental procedures are adhered to.
- To ensure that the Office of the Premier is consistent with its internal control procedures.
- To verify that payments, journal entries and revenue are properly captured and processed.
- The overspending of the annual appropriation resulted in unauthorised expenditure to the amount of R74,518 million
- The Department incurred irregular expenditure to the amount of R41,187 million during the 2019/20 financial year.

Procedures for the Discovery, Investigation & Reporting of Irregular Expenditure

- The Internal Control unit verifies all the payments on a monthly basis, and if they become aware of, or suspect the occurrence of irregular expenditure, they immediately record it on the Irregular Expenditure Register.
- On the discovery of alleged irregular expenditure, the Irregular Expenditure/ Unauthorised and Fruitless and Wasteful Expenditure Committee are called, to discuss the identified cases. When the Committee agrees with this finding, Internal Control will proceed with the investigation.
- The identified cases will be escalated to the Accounting Officer and Provincial Treasury, to determine whether the expenditure in question meets with definition of irregular expenditure.
- The investigation of the identified cases should be completed within 30 days.
- The results of the investigation will determine the appropriate action to be taken regarding the expenditure.
- Should the investigation reveal that the expenditure does not constitute irregular expenditure, the details of the expenditure is retained in the register for the purposes of completeness, and to provide an appropriate audit trail. The register will then be updated to reflect the outcome of the investigation.
- If the investigation indicates that the expenditure is in fact irregular expenditure, it is referred to the Irregular Expenditure/ Unauthorised and Fruitless and Wasteful Expenditure Committee to make a recommendation to the Accounting Officer as to how to deal with that.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Key Activities and Objectives of Internal Audit

The Internal Audit Activity must evaluate and contribute to the improvement of risk management, control and governance processes using a systematic disciplined approach.

Further, the Internal Audit Activity must evaluate risk exposures relating to the organizations governance, operations and information systems regarding the:

- Reliability and Integrity of Financial and Operational Information;
- Economic and Efficient use of resources;
- Safeguarding of assets;
- Compliance with laws, regulations and contracts;
- The achievement of the Department’s objectives.

In undertaking its audit work, the Internal Audit Activity has complied with Section 38(1) (a) (ii) of the PFMA in terms of its establishment, the Revised Standards for the Professional Practice of Internal Auditing, as well as the Code of Ethics of the Institute of Internal Auditors and any other relevant guidelines.

Summary of Audit Work Done

Internal Audits were performed as per the approved Internal Audit Coverage Plan for 2020/2021 financial year. The plan entailed the proposed scope of each audit to be carried out as per the plan. The progress against this plan is reported to the Shared Audit Committee on a quarterly basis through its sittings. The Shared Audit Committee Reports are compiled for the attention of the Accounting Officer and Member of the Executive Council to keep them abreast of discussions, recommendations and resolutions of the Committee, and where appropriate to enforce action.

Key Activities and Objectives of the Audit Committee

The Shared Audit Committee is an independent governance structure whose function is to provide an oversight role for the financial reporting process, system of internal control, risk management and governance. The Shared Audit Committee assists the Accounting Officer in the effective discharge of his/her responsibilities with the ultimate aim of achieving the Department's objectives.

The Shared Audit Committee meets on a quarterly basis with management and if deemed necessary Ad-Hoc meetings are held to discuss specific issues from time to time, which may hinder the achievement of the Department's objectives.

The responsibilities of the Audit Committee are amongst others the following:

- Review the unaudited and audited Annual Financial Statements;
- Review the Internal Controls of the organisation;
- Review the Internal Audit Activity's performance;
- Review the external audit's proposed audit scope and approach;
- Review the effectiveness of the system for monitoring compliance with laws and regulations.

Shared Audit Committee Members and Attendance of Meetings

The Shared Audit Committee Members have been appointed with effect from 1 March 2018, for a period of three (3) financial years.

The table below discloses relevant information on the Audit Committee members. The number of meetings for the year as well as the attendance of each member:

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Ms. T Mnqeta	B Com Accounting	External	Not applicable	1 March 2018	Not applicable	4
Mr. J Emslie	Bachelor of Commerce Post Grad Dip: Accounting CA (SA) SAICA Registered Auditor (IRBA)	External	Not applicable	1 March 2018	Not applicable	3

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mrs. D Semppe	Bachelor of Commerce Honours Bachelor of Accounting Science Master of Commerce in Forensic Accountancy	External	Not applicable	1 March 2018	Not applicable	4
Mrs. T Sekgoe-Backward	Degree B Iuris & LLB Postgraduate diploma in drafting and interpretation of contracts	External	Not applicable	1 March 2018	Not applicable	4

12. SHARED AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year 31 March 2021.

Audit Committee Responsibility

The Shared Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulations 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

The Effectiveness of Internal Control

During the year under review, challenges were experienced in the ways of working for the entire Department as a result of the onset of the pandemic during the first quarter of the 2020/2021 financial year. As a result, the Internal Audit Unit had to amend its Internal Audit Coverage Plan, in order to cater for the emerging risks emanating from Covid 19, as well as the impact Covid 19 has had on daily operations of the Department as a whole.

In addition, our review of the audit work performed which was based on the outcome of the risk assessments conducted within the department revealed certain weaknesses, which were then raised with management for corrective actions to be implemented. The Internal Audit unit has developed the Internal Audit Tracking Tool as per the recommendation of the Audit Committee, which tracks the Internal Audit findings raised to determine whether are they recurring or not, and which also assists to continuously monitor progress made on implementation of Internal Audit Recommendations as well as Management Action Plans.

A total number of thirty (30) findings were followed up during the financial year 2020/2021, only thirty percent (30%) of the total number of findings were addressed, sixteen percent (16%) were still in progress, and fifty-three percent (53%) were not addressed. The Committee expressed its dissatisfaction on the lack of implementation of Internal Audit recommendations and this was further emphasised in its quarterly reports to the Director General and the Premier.

Quarterly Shared Audit Committee Reports have been prepared for the attention of the Accounting Officer as required, based on the Internal Audit Activities reported for the year, as well as those arears which may impact the internal control environment of the Office of the Premier.

Further, the Committee has reviewed the implementation of the Auditor General's Action Plan by management, based on the outcome of the external audit conducted for the 2019/2020 financial year. The Committee has noted the progress made towards the implementation of the action plans as presented by the Risk Management unit during its normal sittings. The Audit Committee took note from the feedback provided by the Risk Management Unit that as at the financial year end 2020/2021, Management had not addressed approximately sixty percent (60.9%) of all findings raised by the Auditor General.

Furthermore, the Audit Committee also expressed its concern on the issue of occurrence as well as repeated findings which have been major contributing factors to the unfavourable audit opinion by AGSA in the prior years, and has urged management to prioritize these issues and work as a collective in an attempt to finding the best possible way to manage these matters. Note was taken by the Committee that management has committed to ensuring appropriate implementation of Combined Assurance Model within the Department.

In addition to the above, the Committee also noted progress on investigations conducted within the Department, which emanated from the AGSA's Audit Report whilst others were Ad-hoc investigations. The report from Risk Management indicated that a total of seventeen (17) cases were investigated and completed during the financial year 2020/2021, four (4) of which were conducted by Departmental Risk Management and thirteen (13) conducted by Price Waterhouse Coopers. The Committee directed that consequence management be instituted by the Department to ensure accountability. The Committee further took note that the Department is already acting up on the recommendations of one case that has been completed.

The Committee has reviewed the Department's performance against its pre- determined objectives, and is satisfied that the Department has achieved most of the targets set despite the challenges encountered during the financial year as a result of the pandemic, and has noted issues of non-compliance where appropriate. The Committee therefore took note that most of non-compliance issues reported occurred mostly during the first quarter of the financial year, were due to Covid-19 restrictions imposed, as a result there was hindrance in the execution or performance of some functions which therefore affected the achievement of some of the planned targets.

In- Year Management and Monthly/ Quarterly Report

The Department has reported monthly and quarterly to the Treasury as required by the Public Finance Management Act.

Evaluation of the Annual Financial Statements

The Audit Committee has:

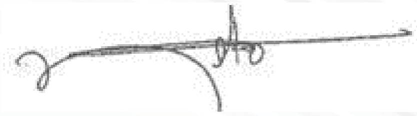
- Reviewed and discussed the Unaudited and Audited Annual Financial Statements to be included in the annual report with management;
- Reviewed the accounting policies and practices;
- Reviewed the Department's compliance with legal and regulatory provisions;
- Reviewed explanations for significant fluctuations compared to previous year;
- Reviewed explanations for variances between the financial statements and budgeted amounts;
- Reviewed any new or proposed legislation that may have an impact on policies, the financial statements and disclosure therein;
- Enquired from management as to the adequacy, reliability and completeness of supporting information supporting these financial statements.

Auditor General's Report

We have reviewed the department's implementation plan for audit issues raised in the previous year (2019/2020) during the sittings of the Committee, and tracked progress thereof. The Committee has raised concerns where appropriate and has requested management to ensure that implementation of the Auditor General's issues is undertaken promptly, in order to obtain a favourable audit outcome.

Furthermore, the Committee has noted the outcome of the 2020/2021 external audit process, in which the Department obtained a Qualified Audit Opinion. The Committee noted the three areas in which the Department was qualified on, namely International Bursaries, Prepayments and Advances and lastly prior-year occurrence issues. As much as the Committee commended the Department on the reduction of the qualification paragraphs as opposed to prior years, much work still needed to be done by Management to ensure that these matters are addressed. The Committee reiterated that work on these areas must start now, and not wait for the next audit to commence, and that there should be clear action plans with timelines to address all the issues raised by the Auditor General South Africa.

Lastly, the Committee took note of the Auditor General's report on the assessment of Assurance Providers within the Department, where Internal Audit and the Audit Committee obtained a satisfactory rating, which indicates that these structures provides assurance on the status of internal controls within the Department.



Me. Tembela Mnqeta

Chairperson: Shared Audit Committee

Date: 13 August 2021

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade and Industry.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	**Response** **Yes / No**	**Discussion** **(*include a discussion on your response and indicate what measures have been taken to comply*)**
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Not applicable	This is not the department's mandate
Developing and implementing a preferential procurement policy?	Yes	The Office of the Premier applies PPP on all goods and services rendered if the threshold allows, e.g. above R30,000
Determining qualification criteria for the sale of state-owned enterprises?	Not applicable	This is not the department's mandate
Developing criteria for entering into partnerships with the private sector?	Not applicable	This is not the department's mandate
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	Not applicable	This is not the department's mandate

PART D:

HUMAN RESOURCES

1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the public service.

2. OVERVIEW OF HUMAN RESOURCES

The number of employees in the Department of the Premier stayed stable at **652** at 31 March 2021 of which **474** are employed on a permanent basis and **178** are employed on a contract basis. The Department further has **8** employees with disabilities within its employment. The staff component consists of **48%** males and **52%** females. Currently **57%** of SMS members are represented by females and **43%** by males.

The Department had 24 terminations for the last financial year. Below is the type of service terminations:

TYPES OF TERMINATION	%
Death	20,8
Resignation	33,3
Expiry of contracts	20,8
Dismissal due to misconduct	12,5
Retirement	12,5

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

Employment Equity

The department was able to surpasses the target of 50% women in SMS Positions and one of the persons with disabilities retired thus the departments should focus on the appointment of persons with disability, the department is currently on 1.23% to reach the target of 2%.

Recruitment Protocol complying with good practice standards and spelling out detailed procedures is in place. Fair and objective recruitment and selection processes are utilised as required and outlined in the relevant prescripts.

The normal recruitment procedure was followed as per Public Service Regulations 65 after approval was obtained on 28 November 2019 from the Director-General for the advertisement of the identified vacancies. Advertisements took place as follows:

- The Level 1 – 12 vacancies were advertised internally within the Office of the Premier; and the
- SMS Vacancies were advertised “Nationwide” in the Public Service Vacancy Circular of the DPSA.

A summary of the 163 identified posts for advertisement are as follows:

Total number of posts identified for advertisement	163
Critical SMS posts advertised prior to the bulk advertisement - (Nov 2019)	2
Post advertised **internally** as on 31 January 2020	142
Posts advertised **nationwide** as on 7 February 2020 (SMS posts)	3
Posts not advertised due to JE process not finalized	9
Posts not advertised due to Job descriptions outstanding of posts already JE	5
Posts withdrew from advertisement process (Secretary: FSTA and Secretary: EXCO)	2

- An Implementation Plan was drafted for the Recruitment process to be finalized by the end of the 2019/2020 financial year, but was put on hold due to the lockdown during 2020. The selection process only proceeded in January 2021 during Lockdown Level 1

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel related expenditure

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2020 and 31 March 2021

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	77,530	50,670	0	65.40	517
Institutional Development	245,720	78,668	0	32	518
Policy and Governance	52,496	41,578	2	79.20	650
Provincial Monitoring and Evaluation	135,947	133,516	0	98.20	390
Total	**511,693**	**304,432**	**2,000**	**59.50**	**464**

Table 3.1.2 Personnel costs by salary band for the period 1 April 2020 and 31 March 2021

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	2,069	0.70	10	206,900
Skilled (Levels 3-5)	18,144	5.90	65	279,138
Highly skilled production (Levels 6-8)	110,807	36.10	305	363,302
Highly skilled supervision (Levels 9-12)	54,423	17.70	66	824,591
Senior and Top management (Levels 13-16)	39,244	12.80	28	1,401,571
Contract (Levels 1-2)	1,917	0.60	13	147,462
Contract (Levels 3-5)	19,507	6.40	76	256,671
Contract (Levels 6-8)	13,822	4.50	37	373,568
Contract (Levels 9-12)	30,234	9.90	42	719,857
Contract (Levels >= 13)	16,072	5.20	9	1,785,778
Periodical Remuneration	117	0	4	29,250
Total	**306,356**	**99.80**	**655**	**467,006**

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2020 and 31 March 2021

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Administration	44,034	87.5	29	0.1	894	1.8	1,576	3.1
Institutional Development	67,680	85.6	0	0	1,593	2	2,930	3.7
Policy and Governance	68,353	91.8	0	0	2,579	3.5	3,563	4.8
Provincial Monitoring and Evaluation	77,079	88.6	0	0	3,028	3.5	6,916	8
Total	**257,146**	**83.8**	**29**	**0**	**8,094**	**2.6**	**14,985**	**4.9**

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2020 and 31 March 2021

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (Levels 1-2)	1,429	69.10	0	0	189	9.10	279	13.50
Skilled (Levels 3-5)	13,304	73.30	0	0	1,158	6.40	2,044	11.30
Highly skilled production (Levels 6-8)	84,883	76.60	0	0	5,013	4.50	10,279	9.30
Highly skilled supervision (Levels 9-12	46,623	85.50	0	0	716	1.30	1,226	2.20
Senior management (Level 13-16)	34,801	87.90	0	0	446	1.10	375	0.90
Contract (Levels 1-2)	1,917	99.90	0	0	0	0	0	0
Contract (Levels 3-5)	18,803	96.40	0	0	126	0.60	202	1
Contract (Levels 6-8)	12,758	92.30	0	0	162	1.20	306	2.20
Contract (Levels 9-12)	27,849	91.90	29	0.10	99	0.30	256	0.80
Contract (Levels >= 13)	14,780	91.70	0	0	186	1.20	18	0.10
Periodical Remuneration	0	0	0	0	0	0	0	0
Total	**257,146**	**83.80**	**29**	**0**	**8,094**	**2.60**	**14,985**	**4.90**

3.2 Employment and Vacancies

Table 3.2.1 Employment and vacancies by programme as on 31 March 2021

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	120	94	21.7	49
Institutional Development	177	151	14.7	53
Policy and Governance	68	67	1.5	25
Provincial Monitoring and Evaluation	369	339	8.1	53
Total	**734**	**652**	**11.2**	**180**

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2021

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (Levels 1-2)	12	10	16.7	2
Skilled(Levels 3-5)	85	65	23.5	1
Highly skilled production (Levels 6-8)	322	305	5.3	0
Highly skilled supervision (Levels 9-12)	90	67	25.8	0
Senior management (Levels 13-16)	33	28	15.2	0
Contract (Levels 1-2)	13	13	0	13
Contract (Levels 3-5)	76	76	0	76
Contract (Levels 6-8)	37	37	0	37
Contract (Levels 9-12)	42	42	0	42
Contract (Levels >= 13)	9	9	0	8
Total	**719**	**652**	**9**	**180**

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2021

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative Related	86	75	12.8	36
Advocates	2	2	0	0
Cleaners in Offices Workshops Hospitals etc.	12	11	8.3	1
Client Inform Clerks(Switchboard Reception Information Clerks)	2	2	0	0
Communication and Information Related	36	30	16.7	14
Community Development Workers	263	258	1.9	16
Computer Programmers	5	5	0	0
Finance and Economics Related	2	2	0	0
Financial and Related Professionals	23	16	30.4	3
Financial Clerks and Credit Controllers	21	17	19	8
General Legal Administration and Related Professionals	1	1	0	0
Head of Department/Chief Executive Officer	3	2	33.3	1

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Human Resources and Organisational Development and Related Professionals	29	26	10.3	8
Human Resources Clerks	19	18	5.3	3
Human Resources Related	4	2	50	1
Information Technology Related	9	9	0	9
Language Practitioners Interpreters and Other Communication Professionals	3	2	33.3	0
Library Mail and Related Clerks	19	15	21.1	0
Logistical Support Personnel	13	11	15.4	6
Material-Recording and Transport Clerks	7	7	0	7
Messengers Porters and Deliverers	10	9	10	1
Other Administration and Related Clerks And Organisers	51	49	3.9	29
Other Administrative Policy And Related Officers	4	4	0	0
Other Information Technology Personnel.	5	5	0	0
Other Occupations	4	4	0	3
Regulatory Inspectors	1	1	0	0
Risk Management And Security Services,	3	3	0	3
Secretaries & Other Keyboard Operating Clerks	28	26	7.1	10
Security Officers	25	13	48	13
Senior Managers	29	27	6.9	8
Total	**719**	**652**	**9.3**	**180**

3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

Table 3.3.1 SMS post information as on 31 March 2021

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary Level 16	4	4	100	0	0
Salary Level 15	2	2	100	0	0
Salary Level 14	14	11	79	3	21
Salary Level 13	23	19	83	4	17
Total	**44**	**37**	**84**	**7**	**16**

Table 3.3.2 SMS post information as on 30 September 2020

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary Level 16	4	4	100	0	0
Salary Level 15	2	2	100	0	0
Salary Level 14	14	12	86	2	14
Salary Level 13	24	20	83	4	17
Total	**45**	**39**	**87**	**6**	**13**

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2020 and 31 March 2021

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/ Head of Department	0	0	0
Salary Level 16	0	0	0
Salary Level 15	0	0	0
Salary Level 14	**0**	**0**	**0**
Salary Level 13	**0**	**0**	**0**
Total	**0**	**0**	**0**

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2020 and 31 March 2021

Reasons for vacancies not advertised within six months
Budget Constraints

Reasons for vacancies not filled within twelve months
Budget Constraints

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2020 and 31 March 2021

Reasons for vacancies not advertised within six months
None

Reasons for vacancies not filled within six months
None

3.4 Job Evaluation

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Circular 31 of 2020 as issued by the DPSA terminated the Evaluate Job Evaluation System since 1 August 2020 and provided for deviation from Public Service Regulation 40(c) to grade posts as previously graded in cases where the job content remained comparable. Comparable studies were further introduced to grade jobs by utilising comparable jobs that were graded previously. DPSA also need to provide a list of jobs for Programme 1 jobs with job descriptions and grading levels in order to grade these jobs, but this is still outstanding. Occupational Specific Dispensation (OSD) jobs and jobs as directed by the Minister for Public Service and Administration is also excluded from job evaluation.

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2020 and 31 March 2021

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower Skilled (Levels1-2)	37	0	0	0	0	0	0
Skilled (Levels 3-5)	178	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	473	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	201	1	0.5	0	0	0	0
Senior Management Service Band A	33	1	3.03	0	0	0	0
Senior Management Service Band B	13	0	0	0	0	0	0
Senior Management Service Band C	3	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
LP 9 (OSD)	2	0	0	0	0	0	0
LP 10 (OSD)	2	0	0	0	0	0	0
Total	**943**	**2**	**0.21**	**0**	**0**	**0**	**0**

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2020 and 31 March 2021

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

Employees with a disability	**0**

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2020 and 31 March 2021

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Not applicable	0	0	0	0
Total number of employees whose salaries exceeded the level determined by job evaluation				**0**
Percentage of total employed				**0**

The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2020 and 31 March 2021

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	**0**
Male	0	0	0	0	**0**
Total	**0**	**0**	**0**	**0**	**0**

Employees with a disability	0

3.5 Employment Changes

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2020 and 31 March 2021

Salary band	Number of employees at beginning of period-1 April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	11	0	0	0
Skilled (Levels 3-5)	67	0	3	4.5
Highly skilled production (Levels 6-8)	314	0	8	2.5
Highly skilled supervision (Levels 9-12)	70	0	4	5.7
Senior Management Service Bands A	18	0	0	0
Senior Management Service Bands B	8	0	1	12.5
Senior Management Service Bands C	2	0	0	0
Senior Management Service Bands D	2	0	0	0
Contracts (Levels 1 – 2)	13	0	0	0
Contracts (Levels 3 – 5)	79	0	1	1.30
Contracts (Levels 6 – 8)	36	2	2	5.60
Contracts (Levels 9 – 12)	37	8	3	8.10
Contract Band A	3	0	1	33.30
Contract Band B	3	1	0	0
Contract Band D	3	1	1	33.30
Total	**666**	**12**	**24**	**3.6**

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2020 and 31 March 2021

Critical occupation	Number of employees at beginning of period-April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative Related	75	6	4	5.3
Advocates	2	0	0	0
Cleaners in Offices Workshops Hospitals etc.	11	0	0	0
Client Information Clerks(Switchboard Reception Information Clerks)	2	0	0	0
Communication and Information Related	29	0	0	0
Community Development Workers	264	0	6	2.3
Computer Programmers.	5	0	0	0
Finance and Economics Related	2	0	0	0
Financial and Related Professionals	17	3	3	17.6
Financial Clerks and Credit Controllers	18	1	2	11.1
General Legal Administration & Related Professionals	1	0	0	0

Critical occupation	Number of employees at beginning of period-April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Head of Department/Chief Executive Officer	1	1	0	0
Human Resources and Organisational Development and Related Professionals	28	0	1	3.6
Human Resources Clerks	19	0	1	5.3
Human Resources Related	2	0	0	0
Information Technology Related	9	0	0	0
Language Practitioners Interpreters and Other Communication	2	0	0	0
Library Mail and Related Clerks	17	0	2	11.8
Logistical Support Personnel	11	0	0	0
Material-Recording and Transport Clerks	8	0	1	12.5
Messengers Porters and Deliverers	10	0	1	10
Other Administrative and Related Clerks and Organisers	49	0	0	0
Other Administrative Policy and Related Officers	4	0	0	0
Other Information Technology Personnel.	5	0	0	0
Other Occupations	4	0	0	0
Regulatory Inspectors	1	0	0	0
Risk Management and Security Services	3	0	0	0
Secretaries and Other Keyboard Operating Clerks	25	0	0	0
Security Officers	13	0	0	0
Senior Managers	29	1	3	10.3
Total	**666**	**12**	**24**	**3.6**

The table below identifies the major reasons why staff left the department.

Table 3.5.3 Reasons why staff left the department for the period 1 April 2020 and 31 March 2021

Termination Type	Number	% of Total Resignations
Death	5	20,80
Resignation	8	33,30
Expiry of contract	5	20,80
Dismissal – operational changes, misconduct or inefficiency	3	12,50
Discharged due to ill-health	0	0
Retirement	3	12,50
Transfer to other Public Service Departments	0	0
Other	0	0
Total	**24**	**100**
Total number of employees who left as a % of total employment	**3,7**	

Table 3.5.4 Promotions by critical occupation for the period 1 April 2020 and 31 March 2021

Occupation	Employees 1 April 2020	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Administrative Related	75	0	0	46	61.30
Advocates	2	0	0	1	50
Cleaners In Offices Workshops Hospitals etc.	11	0	0	4	36.40
Client Information Clerks(Switchboard Reception Information Clerks)	2	0	0	1	50
Communication and Information Related	29	0	0	19	65.50
Community Development Workers	264	0	0	200	75.80
Computer Programmers.	5	0	0	0	0
Finance and Economics Related	2	0	0	0	0
Financial And Related Professionals	17	0	0	8	47.10
Financial Clerks And Credit Controllers	18	0	0	14	77.80
General Legal Administration and Related Professionals	1	0	0	0	0
Head of Department/ Chief Executive Officer	1	0	0	0	0
Human Resources and Organisational Development and Related Professionals	28	0	0	13	46.40
Human Resources Clerks	19	0	0	10	52.60
Human Resources Related	2	0	0	0	0
Information Technology Related	9	0	0	9	100
Language Practitioners Interpreters and Other Communication	2	0	0	2	100
Library Mail and Related Clerks	17	0	0	13	76.50
Logistical Support Personnel	11	0	0	6	54.50
Material-Recording and Transport Clerks	8	0	0	0	0
Messengers Porters and Deliverers	10	0	0	7	70
Other Administrative and Related Clerks and Organisers	49	0	0	27	55.10
Other Administrative Policy and Related Officers	4	0	0	1	25

Occupation	Employees 1 April 2020	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Other Information Technology Personnel.	5	0	0	2	40
Other Occupations	4	0	0	0	0
Regulatory Inspectors	1	0	0	0	0
Risk Management and Security Services	3	0	0	2	66.70
Secretaries and Other Keyboard Operating Clerks	25	0	0	17	68
Security Officers	13	0	0	0	0
Senior Managers	29	**1**	**3.40**	11	37.90
Total	**666**	**1**	**0.20**	**413**	**62**

Table 3.5.5 Promotions by salary band for the period 1 April 2020 and 31 March 2021

Salary Band	Employees 1 April 2020	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	11	0	0	0	0
Skilled (Levels3-5)	67	0	0	59	88.10
Highly skilled production (Levels 6-8)	314	0	0	216	68.80
Highly skilled supervision (Levels 9-12)	70	1	1.40	32	45.70
Senior Management (Level 13-16)	30	0	0	16	53.30
Contract (Levels 1-2)	13	0	0	0	0
Contract (Levels 3-5)	79	0	0	44	55.70
Contract (Levels 6-8)	36	0	0	24	66.70
Contract (Levels 9-12)	37	0	0	20	54.10
Contract (Levels >= 13)	9	0	0	2	22.20
Total	**666**	**1**	**0.20**	**413**	**62**

3.6 Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2021

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	10	0	0	2	13	0	0	3	**28**
Professionals	191	2	0	7	145	5	0	10	**360**
Technicians and associate professionals	37	1	0	2	44	3	0	3	**90**
Clerks	36	1	0	0	85	7	0	4	**133**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Service and sales workers	9	1	0	0	7	0	0	0	**17**
Labourers and Related Workers	10	3	0	0	9	1	0	0	**23**
Total	**293**	**8**	0	**11**	**303**	**16**	**0**	**20**	**651**
Employees with disabilities	**6**	**0**	**0**	**0**	**1**	**0**	**0**	**3**	**9**

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	1	3	0	0	0	**4**
Senior Management	8	0	0	1	13	0	0	2	**24**
Professionally qualified and experienced specialists and mid-management	21	2	0	6	27	3	0	7	**66**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	153	1	0	2	134	8	0	7	**305**
Semi-skilled and discretionary decision making	24	2	0	0	34	4	0	1	**65**
Unskilled and defined decision making	2	2	0	0	6	0	0	0	**10**
Contract (Top Management)	2	0	0	0	1	0	0	0	**3**
Contract (Senior Management)	5	0	0	0	0	0	0	1	**6**
Contract (Professionally Qualified)	25	0	0	1	14	1	0	1	**42**
Contract (Skilled Technical)	17	1	0	0	19	0	0	0	**37**
Contract (Semi-Skilled)	31	0	0	0	44	0	0	1	**76**
Contract (Unskilled)	5	0	0	0	8	0	0	0	**13**
Total	**293**	**8**	**0**	**11**	**304**	**16**	**0**	**20**	**652**

Table 3.6.3 Recruitment for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract :Top Management	0	0	0	0	1	0	0	0	**1**
Contract :Senior Management	1	0	0	0	0	0	0		**1**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract :Professionally qualified and experienced specialists and mid-management	2	0	0	2	3	1	0	0	**8**
Contract : Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	2	**2**
Total	**3**	**0**	**0**	**2**	**4**	**1**	**0**	**2**	**12**
Employees with disabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Table 3.6.4 Promotions for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	6	0	0	0	8	0	0	2	**16**
Professionally qualified and experienced specialists and mid-management	13	0	0	1	18	0	0	1	**33**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	112	0	0	0	100	3	0	1	**216**
Semi-skilled and discretionary decision making	22	1	0	0	32	3	0	1	**59**
Contract (Senior Management)	2	0	0	0	0	0	0	0	**2**
Contract (Professionally qualified)	12	0	0	0	7	0	0	1	**20**
Contract (Skilled technical)	10	0	0	0	13	0	0	1	**24**
Contract (Semi-skilled)	20	0	0	0	23	0	0	1	**44**
Total	**197**	**1**	**0**	**1**	**201**	**6**	**0**	**8**	**414**
Employees with disabilities	**4**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**5**

Table 3.6.5 Terminations for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	0	1	0	0	0	0	0	0	**1**
Professionally qualified and experienced specialists and mid-management	2	0	0	1	1	0	0	0	**4**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	3	0	0	0	4	0	0	1	**8**
Semi-skilled and discretionary decision making	3	0	0	0	0	0	0	0	**3**
Contract (Top Management)	1	0	0	0	0	0	0	0	**1**
Contract (Senior Management)	1	0	0	0	0	0	0	0	**1**
Contract (Professionally qualified)	0	0	0	2	1	0	0	0	**3**
Contract (Skilled technical)	0	0	0	0	0	0	0	2	**2**
Contract (Semi-skilled)	1	0	0	0	0	0	0	0	**1**
Total	**11**	**1**	**0**	**3**	**6**	**0**	**0**	**3**	**24**
Employees with Disabilities	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**1**

Table 3.6.6 Disciplinary action for the period 1 April 2020 to 31 March 2021

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Formal Disciplinary Hearing	1	0	0	0	1	0	0	0	**2**

Table 3.6.7 Skills development for the period 1 April 2020 to 31 March 2021

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	3	0	0	1	8	0	0	0	12
Professionals	3	0	0	0	0	0	0	0	3
Technicians and associate professionals	6	0	0	0	0	0	0	0	6
Clerks	47	3	0	0	64	0	0	2	116
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
Total	**59**	**3**	**0**	**1**	**72**	**0**	**0**	**2**	**137**
Employees with disabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

3.7 Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2020

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department	1	1	1	100
Salary Level 16	2	2	2	100
Salary Level 15	2	*3	3	150
Salary Level 14	12	12	7	58
Salary Level 13	21	21	16	76
Total	**38**	**39**	**29**	**76**

Notes

- *The information includes officials that were on secondment to the OTP.

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2020

Reasons
Reasons for late/non submission: Long Incapacity, terminations and supervisor disputes.

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2020

Reasons
Letters were issued by the Director General.

3.8 Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, disability, salary bands and critical occupations (see definition in notes below).

Tables 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2020 to 31 March 2021

Salary Levels 1-12

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	12	293	4	362	30,233
Female	18	289	6	389	21,628
Asian					
Male	0	0	0	0	0
Female	0	0	0	0	0
Coloured					
Male	1	9	11	38	38,757
Female	4	16	25	146	36,507
White					
Male	4	12	33	206	51,589
Female	6	21	29	181	30,321
Total	**45**	**640**	**7**	**1,325**	**29,448**

SMS Members/Salary Levels >=13

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	2	17	12	259	129,594
Female	2	16	13	195	97,555
Asian					
Male	0	0	0	0	0
Female	0	0	0	0	0
Coloured					
Male	0	1	0	0	0
Female	0	0	0	0	0
White					
Male	1	2	50	156	156,017
Female	2	3	67	191	95,864
Total	**7**	**39**	**18**	**802**	**114 577**

Entire Department (Salary Levels 1-12 and SMS Members/>=13)

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	14	310	5	621	44,427
Female	20	305	7	584	29,221

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
Asian					
Male	0	0	0	0	0
Female	0	0	0	0	0
Coloured					
Male	1	10	10	38	38,757
Female	4	16	25		
White					
Male	5	14	36	362	72,474
Female	8	24	33	373	46,707
Total	**52**	**679**	**8**	**2,127**	**40,908**

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2020 to 31 March 2021

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Lower Skilled (Levels 1-2)	0	24	0	0	0	0
Skilled (Levels 3-5)	15	150	10	188	12,582	4.13
Highly skilled production (Levels 6-8)	12	354	3	257	21,448	7.04
Highly skilled supervision (Levels 9-12)	18	112	16	879	48,836	16.04
Total	**45**	**640**	**7**	**1,325**	**29,448**	**9.67**

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2020 to 31 March 2021

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Financial Clerks and Credit Controllers	1	19	5	12	12,527
Human Resources Clerks	1	19	5	12	12,714
Security Officers	0	12	0	0	0
Human Resources and Organization Development and Related Professionals	10	27	37	453	45,383
Messengers Porters and Deliverers	2	10	20	21	10,752
Risk Management and Security Services	0	2	0	0	0
Finance and Economics Related	0	2	0	0	0
Logistical Support Personnel	2	11	18	50	25,092
Other administrative and Related Clerks and Organizers	7	40	18	103	14,795
Other Occupations	0	19	0	0	0
Financial and Related Professionals	2	16	13	57	28,587

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative Related	5	65	8	195	39,167
Communication and Information Related	1	31	3	51	51,327
Secretaries and other Keyboard Operating Clerks	5	27	19	102	20,525
Library Mail and Related Clerks	0	17	0	0	0
Cleaners in Offices, Workshops, Hospital etc.	0	12	0	0	0
Human Resource Related	1	2	50	21	21,233
Head of Department\Chief Executive Officer	0	1	0	0	0
Computer Programmers	0	5	0	0	0
Language Practitioners Interpreters and Other Communication Officials	0	3	0	0	0
Regulatory Inspectors	0	1	0	0	0
General Legal Administration and Related Professionals	1	1	100	26	26,121
Material –Recording and Transport	0	7	0	0	0
Other Administrative Policy and Related Officers	1	4	25	33	33,896
Senior Managers	8	41	20	830	103,858
Advocates	1	2	50	88	88,630
Client Information Clerks	0	3	0	0	0
Other Information Technology Personnel	0	5	0	0	0
Security Guards	0	0	0	0	0
Community Development Workers	4	265	2	65	16,292
Information Technology Related	0	9	0	0	0
Legislature Officers	0	1	0	0	0
Total	**52**	**679**	**8**	**2,127**	**40,908**

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2020 to 31 March 2021

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Band A	2	3	67	312	156,017	51.25
Band B	1	3	33	119	119,985	39.41
Band C	3	11	27	294	98,299	32.27
Band D	1	22	5	75	75,214	24.71
Total	**7**	**39**	**18**	**802**	**114,590**	**37.64**

3.9 Foreign Workers

The tables below summarise the employment of foreign nationals in the department in terms of salary band and major occupation.

Table 3.9.1 Foreign workers by salary band for the period 1 April 2020 and 31 March 2021

Salary band	01 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% Change
Lower skilled	0	0	0	0	0	0
Highly skilled production (Level 6-8)	0	0	0	0	0	0
Highly skilled supervision (Level 9-12)	0	0	0	0	0	0
Contract (level 9-12)	0	0	0	0	0	0
Contract (level 13-16)	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2020 and 31 March 2021

Major occupation	01 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% Change
Not applicable						

3.10 Leave utilisation

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

Table 3.10.1 Sick leave for the period 1 January 2020 to 31 December 2020

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower Skills (Levels 1-2)	19	78.90	2	1.10	10	12
Skilled (Levels 3-5)	299	72.20	41	22.20	7	286
Highly skilled production (Levels 6-8)	329	86.90	37	20.00	9	540
Highly skilled supervision (Levels 9 -12)	148	77.70	28	15.10	5	480
Top and Senior management (Levels 13-16)	98	74.50	14	7.60	7	471
Contract (Levels 1-2)	28	100	3	1.60	9	15
Contract (Levels 3 – 5)	140	69,30	36	19.50	4	132
Contract (Levels 6 – 8)	27	92,60	8	4.30	3	42
Contract (Levels 9 – 12)	63	82,50	10	5.40	6	167
Contract (Levels 13 - 16)	46	97,80	5	2.70	9	276
Contract Other	2	0	1	0.50	2	0
Total	**1,199**	**79.40**	**185**	**100**	**6**	**2,421**

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2020 to 31 December 2020

Salary band	Total days	% Days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	43	100	2	22.20	22	40
Highly skilled production (Levels 6-8)	89	100	4	44.40	22	139
Highly skilled supervision (Levels 9-12)	64	100	1	11.10	64	251
Senior management (Levels 13-16)	156	100	1	11.10	156	642
Contract (Levels 3-5)	13	100	1	11.10	13	13
Total	**365**	**100**	**9**	**100**	**41**	**1,085**

Table 3.10.3 Annual Leave for the period 1 January 2020 to 31 December 2020

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Lower skilled (Levels 1-2)	114	7	16
Skilled (Levels 3-5)	1,271	61	21
Highly skilled production (Levels 6-8)	4,272	205	21
Highly skilled supervision(Levels 9-12)	1,375	69	20
Senior management (Levels 13-16)	572	27	21
Contract (Levels 1-2)	258	12	22
Contract (Levels 3-5)	1,151	74	16
Contract (Levels 6-8)	539	32	17
Contract (Levels 9-12)	649	39	17
Contract (Levels 13-16)	102	9	11
Contract Other	2	1	2
Total	**10,305**	**536**	**19**

Table 3.10.4 Capped leave for the period 1 January 2020 to 31 December 2020

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 March 2021
Lower skilled (Levels 1-2)	0	0	0	31
Skilled (Levels 3-5)	0	0	0	25
Highly skilled production (Levels 6-8)	0	0	0	22
Highly skilled supervision (Levels 9-12)	30	1	30	29
Senior management (Levels 13-16)	3	1	3	27
Contract (Levels 1-2)	0	0	0	0
Contract (Levels 3-5)	0	0	0	0
Contract (Levels 6-8)	0	0	0	0
Contract (Levels 9-12)	0	0	0	0
Contract (Levels 13-16)	0	0	0	0
Total	**33**	**2**	**17**	**26**

Table 3.10.5 Leave payouts for the period 1 April 2020 and 31 March 2021

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annual - Discounting With Resignation (Work Days)	339	10	33,900
Annual - Discounting: Unused Vacation Credits (Work Days)	277	2	138,500
Annual - Gratuity: Death/Retirement/Medical Retirement(Work Days)	444	9	49,333
Capped - Gratuity: Death/Retirement/Medical Retirement(Work Days)	371	5	74,200
Total	**1,431**	**26**	

3.11 HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
None	Not applicable

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes		Limakatso Nqoko-Rametse, Director – Human Resource Advice, Coordination and Management
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		The Deputy Director: Labour Relations, Employee Assistance and Occupational Health and Safety, Practitioner responsible for Occupational Health and Safety and. Practitioner responsible for Health Management The Sub directorate reports under Human Resource Advice, Coordination and Management Directorate, therefore its budget is that of the Human Resource Advice, Coordination and Management Directorate
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/ services of this Programme.	Yes		Key elements were awareness and education on TB, HIV & AIDS, Communicable and Non-communicable diseases, Chronic illnesses and Mental illnesses
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes		The department has a Departmental OHS and Wellness Committee. Members of the Committee are as follows: Chairperson – Assistant Manager (Labour Relations, Employee Assistance and Occupational Health and Safety), Employer Representative (Labour Relations Officer), OHS representatives from PSA and NEHAWU, Practitioner responsible for Occupational Health and Safety and a Practitioner responsible for Health Management
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.		No	There was no need for the review as all current departmental policies do not discriminate against employees who are HIV positive

Question	Yes	No	Details, if yes
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	Yes		The Departmental policy stipulates that employees should not discriminate against employees who are HIV positive
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	Yes		To sustain health and wellness, maximized opportunities for testing and screening in the workplace, EHW unit held a screening event on 18 November 2020. The following tests were conducted: • Screening for COVID-19 • HCT (HIV Counselling and Testing) • TB screening • Cholesterol • BMI (Body Mass Index) • High blood pressure • Blood sugar level (glucose)
8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	Yes		The department will utilise the HR Self-Assessment Tool for 2020/2021

3.12 Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2020 and 31 March 2021

Subject matter	Date
Total number of collective agreements	None

The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2020 and 31 March 2021

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	
Verbal warning	0	
Written warning	3	75
Final written warning	1	25
Suspended without pay	0	
Fine	0	
Demotion	0	
Dismissal	0	
Not guilty	0	
Case withdrawn	0	
Total	**4**	**100**

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2020 and 31 March 2021

Type of misconduct	Number	% of total
Alleged theft, misrepresentation, unlawful awarding of bursaries and payments	1	50
Alleged Irregular/unlawful awarding of bursaries and payments	1	50
Total	**2**	**100**

Table 3.12.4 Grievances logged for the period 1 April 2020 and 31 March 2021

Grievances	Number	% of Total
Number of grievances resolved	5	62.5
Number of grievances not resolved	**3**	37.5
Total number of grievances lodged	**8**	**100**

Table 3.12.5 Disputes logged with Councils for the period 1 April 2020 and 31 March 2021

Disputes	Number	% of Total
Number of disputes upheld	2	66.66
Number of disputes dismissed	1	33.33
Total number of disputes lodged	**3**	**100**

Table 3.12.6 Strike actions for the period 1 April 2020 and 31 March 2021

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

Table 3.12.7 Precautionary suspensions for the period 1 April 2020 and 31 March 2021

Number of people suspended	2
Number of people whose suspension exceeded 30 days	2
Average number of days suspended	1,170
Cost of suspension(R'000)	R1,744,542.46

3.13 Skills development

This section highlights the efforts of the department with regard to skills development.

Table 3.13.1 Training needs identified for the period 1 April 2020 and 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	46	0	46
	Male	14	0	14	0	14
Professionals	Female	165	0	11	1	12
	Male	202	0	8	0	8
Technicians and associate professionals	Female	47	0	0	0	0
	Male	43	0	0	0	0

Occupational category	Gender	Number of employees as at 1 April 2020	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Clerks	Female	100	0	55	0	55
	Male	39	0	27	0	27
Service and sales workers	Female	7	0	0	0	0
	Male	10	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	10	0	0	0	0
	Male	14	0	0	0	0
Sub Total	Female	343	0	112	1	113
	Male	323	0	49	0	49
Total		**666**	**0**	**161**	**1**	**162**

Table 3.13.2 Training provided for the period 1 April 2020 and 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	2	0	2
	Male	14	0	1	0	1
Professionals	Female	165	0	1	2	3
	Male	202	0	4	2	6
Technicians and associate professionals	Female	47	0	3	0	3
	Male	43	0	9	0	9
Clerks	Female	100	0	67	1	68
	Male	39	0	57	5	62
Service and sales workers	Female	7	0	0	0	0
	Male	10	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	10	0	6	0	6
	Male	14	0	0	0	0
Sub Total	Female	343	0	79	3	82
	Male	323	0	71	7	78
Total		**666**	**0**	**150**	**10**	**160**

3.14 Injury on duty

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty for the period 1 April 2020 and 31 March 2021

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

3.15 Utilisation of Consultants

The following tables relates information on the utilisation of consultants in the department. In terms of the Public Service Regulations "consultant' means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

(a) The rendering of expert advice;

(b) The drafting of proposals for the execution of specific tasks; and

(c) The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a department.

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2020 and 31 March 2021

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
Not applicable as no consultants were appointed during the financial year under review			

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
Not applicable as no consultants were appointed during the financial year under review			

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2020 and 31 March 2021

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Not applicable as no consultants were appointed during the financial year under review			

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2020 and 31 March 2021

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
Not applicable as no consultants were appointed during the financial year under review			

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
Not applicable as no consultants were appointed during the financial year under review			

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2020 and 31 March 2021

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Not applicable as no consultants were appointed during the financial year under review			

3.16 Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2020 and 31 March 2021

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by department
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision(Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
Total	**0**	**0**	**0**	**0**

PART E:
FINANCIAL INFORMATION

1. REPORT OF THE AUDITOR GENERAL

This is the auditor's report as issued by AGSA.

Report of the auditor-general to the Free State Legislature on vote no. 1: Office of the Premier

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Office of the Premier, set out on pages **115 to 194**, which comprise the appropriation statement, statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, except for the possible effects of the matters described in the basis for qualified opinion section of my report, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2021, and its financial performance and cash flows for the year then ended, in accordance with the Modified Cash Standard (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for qualified opinion

Transfers and subsidies

3. I was unable to obtain sufficient appropriate audit evidence for expenditure relating to transfers and subsidies as inadequate supporting documentation was provided in the bursary files, expenditure vouchers and meeting minutes submitted for review to confirm expenditure for international bursaries and the stipend payments made to students. I was unable to confirm transfers and subsidies by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to transfers and subsidies, stated at R153 596 000 (2020: R303 527 000) in note 7 to the financial statements.

Prepayments and advances

4. I was unable to obtain sufficient appropriate audit evidence for prepayments and advances relating to the bursary function due to unexplained differences identified between the confirmation from the Department of International Relations and Cooperation, reconciliations performed and the departmental schedule of bursary payments. I was unable to confirm prepayments and advances by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to prepayments and advances, stated at R127 000 (2020: R127 000) in note 11 to the financial statements.

Goods and services

5. During 2020, I was unable to obtain sufficient appropriate audit evidence for expenditure relating to goods and services due to the unavailability of adequate supporting documentation to confirm that goods and services had actually been received and at the correct quantity, quality and price. Consequently, I was unable to determine whether any adjustment was necessary to goods and services, stated at R157 036 000 in note 5 to the financial statements. My audit opinion on the financial statements for the period ended 30 June 2020 was modified accordingly. My opinion on the current year financial statements was also modified because of the possible effect of this matter on the comparability of the goods and services for the current period.

Context for the opinion

6. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.

7. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

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

Material uncertainty relating to going concern

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

10. As disclosed in note 22.2 to the financial statements, the department may not be able to realise its assets and discharge its liabilities, as at 31 March 2021, the department had a significant payable of R21 690 000, as disclosed in note 16 to the financial statements, as well as a significant liability of R191 434 000, as disclosed in notes 13 and 14, in the form of voted funds to be surrendered. These events or conditions, along with other matters as set forth in note 22.2, indicate that a material uncertainty exists that may cast significant doubt on the department's ability to continue as a going concern.

Emphasis of matters

11. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

12. As disclosed in note 31 to the financial statements, the corresponding figures for 31 March 2020 were restated as a result of an error in the financial statements of the department at, and for the year ended, 31 March 2021.

Underspending of the budget

13. As disclosed in the appropriation statement, the department materially underspent the budget by R190 653 000 on programme 1 – administration, programme 2 – institutional development, and programme 3 – policy and governance.

Irregular expenditure

14. As disclosed in note 26 to the financial statements, the department incurred irregular expenditure of R6 570 000 (2020: R41 187 000) due to non-compliance with supply chain management (SCM) processes. In addition, the full extent of irregular expenditure is still in the process of being determined.

Responsibilities of the accounting officer for the financial statements

15. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS and the PFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

16. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability

to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

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

17. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

18. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

19. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

20. My procedures address the usefulness and reliability of the reported performance information, which must be based on the department's approved performance planning documents. I have

    not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the department enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

21. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the department's annual performance report for the year ended 31 March 2021:

Programme	Pages in the annual performance report
Programme 3 – policy and governance	45 – 50

22. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

23. I did not identify material findings on the usefulness and reliability of the reported performance information for this programme:

    - programme 3: policy and governance.

Other matters

24. I draw attention to the matters below.

Achievement of planned targets

25. Refer to the annual performance report on pages **32 to 55** for information on the achievement of planned targets for the year and management's explanations provided for the under- and overachievement of targets.

Adjustment of material misstatements

26. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of programme 3 – policy and governance. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

27. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the department's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

28. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

29. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by full and proper records, as required by section 40(1)(a) and (b) of the PFMA. Material misstatements of disclosure items identified by the auditors in the submitted financial statements were corrected and the supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified opinion.

Strategic planning and performance management

30. Specific information systems were not implemented to enable the monitoring of progress made towards achieving targets, core objectives and service delivery, as required by public service regulation 25(1)(e)(i) and (iii).

Expenditure management

31. Effective and appropriate steps were not taken to prevent irregular expenditure of R6 570 000, as disclosed in note 26 to the financial statements, as required by section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1. The majority of the irregular expenditure was caused by non-compliance with the applicable SCM regulations.

Procurement and contract management

32. Some goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by treasury regulation 16A6.1 and paragraph 3.3.1 of National Treasury Practice Note 8 of 2007-08. Similar non-compliance was also reported in the prior year.

33. The preference point system was not applied in some procurement of goods and services above R30 000, as required by section 2(a) of the Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA) and treasury regulation 16A6.3(b).

34. Some quotations were awarded to bidders based on preference points that were not allocated and calculated in accordance with the requirements of the PPPFA and 2017 Preferential Procurement Regulations.

Consequence management

35. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred unauthorised expenditure, as required by section 38(1)(h)(iii) of the PFMA. This was because unauthorised expenditure was not investigated.

36. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against all officials who had incurred fruitless and wasteful expenditure, as required by section 38(1)(h)(iii) of the PFMA. This was because investigations into fruitless and wasteful expenditure were not performed in all instances.

37. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against all officials who had incurred irregular expenditure, as required by section 38(1)(h)(iii) of the PFMA. This was because investigations into irregular expenditure were not performed in all instances.

Other information

38. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in this auditor's report.

39. My opinion on the financial statements and findings on the reported performance information and compliance with legislation does not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

40. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

41. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

42. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

43. Leadership did not adequately monitor and enforce the implementation of the corrective measures included in the audit action plan to address inadequate internal control measures. Leadership also did not apply consequence management for weaknesses in the finance and SCM directorates relating to procurement and contract management to prevent irregular and fruitless and wasteful expenditure.

44. Leadership did not take sufficient action to address material weaknesses and implement corrective measures to ensure that the administration and management of international bursaries are addressed. The lack of proper processes, procedures and internal controls resulted in material findings included in this report.

45. Management's failure to prioritise, develop and apply standard operating procedures to manage performance reporting, including the safeguarding of information and effective monitoring and evaluation of reported performance information, resulted in material adjustments to the annual performance report.

46. Management's lack of detailed review of the financial statements and the underlying records resulted in material misstatements. These misstatements were not detected and corrected or prevented by the department's internal processes. The corrected misstatements resulted in material non-compliance included in the report and the

uncorrected misstatements resulted in the qualified opinion included in this report.

Other reports

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

48. The accounting officer referred suspected irregularities relating to the payments of bursaries identified between 2018 and 2020 to the auditor-general for investigation. The matter was subsequently referred to the Special Investigation Unit (SIU). At the date of this report the SIU has not finalised their assessment to request a proclamation for a possible investigation.

Auditor-General

Cape Town

30 July 2021

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the department's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

   - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
   - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control
   - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
   - conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Office of the Premier to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern
   - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

2. ANNUAL FINANCIAL STATEMENTS

FREE STATE PROVINCE

ANNUAL FINANCIAL STATEMENTS

FREE STATE OFFICE OF THE PREMIER

For the year ended 31 March 2021

Table of Contents

FREE STATE OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2021

APPROPRIATION PER PROGRAMME

	2020/21							2019/20	
Programme	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual Expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
1. Administration	76,076	-	-	76,076	73,593	2,483	96.7	71,868	71,034
2. Institutional Development	412,278	-	-	412,278	245,614	166,664	59.6	412,919	405,001
3. Policy and Governance	75,564	-	(1,564)	74,000	52,496	21,504	70.9	69,881	144,399
4. Monitoring and Evaluation	134,615	-	1,564	136,179	136,177	2	100.0	149,354	147,269
TOTAL	**698,533**	**-**	**-**	**698,533**	**507,880**	**190,653**	**72.7**	**704,022**	**767,703**

FREE STATE OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2021

Reconciliation with statement of financial performance	2020/21				2019/20	
	Final Appropriation	Actual Expenditure			Final Appropriation	Actual Expenditure
TOTAL (brought forward)	698,533	507,880	190,653	72.7	704,022	767,703
ADD:						
Aid assistance	5,778				9,511	
Actual amounts per statement of financial performance (total revenue)	**704,311**				**713,533**	
ADD:						
Aid assistance		3,908				9,281
Actual amounts per statement of financial performance (total expenditure)		**511,788**				**776,984**

FREE STATE OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2021

APPROPRIATION PER ECONOMIC CLASSIFICATION									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**381,500**	**(70)**	**(2,360)**	**379,070**	**349,228**	**29,842**	**92.1**	**396,721**	**461,610**
Compensation of employees	**303,017**	**1**	**3,549**	**306,567**	**304,403**	**2,164**	**99.3**	**304,628**	**304,574**
Salaries and wages	260,682	747	2,934	264,363	264,156	207	99.9	264,742	264,767
Social contributions	42,335	(746)	615	42,204	40,247	1,957	95.4	39,886	39,807
Goods and services	**78,483**	**(71)**	**(5,909)**	**72,503**	**44,825**	**27,678**	**61.8**	**92,093**	**157,036**
Administrative fees	732	(265)	(18)	449	267	182	59.5	895	670
Advertising	6,836	(163)	-	6,673	5,927	746	88.8	6,344	5,395
Minor assets	258	(81)	-	177	99	78	55.9	262	154
Audit costs: External	5,025	1,252	-	6,277	6,277	-	100.0	6,901	6,900
Bursaries: Employees	180	-	-	180	37	143	20.6	550	513
Catering: Departmental activities	1,042	(395)	(4)	643	186	457	28.9	1,537	872
Communication	4,493	(1,113)	(18)	3,362	3,282	80	97.6	3,000	2,905
Computer services	9,761	89	-	9,850	8,241	1,609	83.7	986	350
Consultants: Business and advisory services	2,943	(191)	-	2,752	223	2,529	8.1	290	288
Legal services	474	-	-	474	467	7	98.5	403	264
Contractors	19,330	29	(3,482	15,877	1,445	14,432	9.1	37,948	106,413
Fleet services	1,571	427	(71)	1,927	1,440	487	74.7	3,498	2,504
Consumable supplies	10,743	(2,568)	(5,559)	2,616	77	2,539	2.9	745	658
Consumable: Stationery, printing and office supplies	1,548	(397)	(92)	1,059	622	437	58.7	1,234	(286)
Property payments	601	(601)	-	-	-	-	-	642	642
Operating leases	4,075	3,615	3,334	11,024	11,185	(161)	101.5	7,708	6,967
APPROPRIATION PER ECONOMIC CLASSIFICATION CONTINOUS									

FREE STATE OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2021

APPROPRIATION PER ECONOMIC CLASSIFICATION CONTINOUS									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Transport provided: Departmental activity	709	78	-	787	165	622	21.0	3,724	10,246
Travel and subsistence	5,362	681	1	6,044	3,973	2,071	65.7	12,458	10,021
Training and development	1,362	(214)	-	1,148	(11)	1,159	1.0	1,374	193
Operating payments	1,274	(292)	-	982	758	224	77.2	1,329	1,147
Venues and facilities	164	38	-	202	165	37	81.7	265	220
Transfers and subsidies	**312,593**	**30**	**1,140**	**313,763**	**153,596**	**160,167**	**49.0**	**304,471**	**303,527**
Higher education institutions	5,000	-	-	5,000	5,000	-	100.0	-	-
Households	307,593	30	1,140	308,763	148,596	160,167	48.1	304,471	303,527
Social benefits	1,750	(335)	219	1,634	1,451	183	88.8	1,165	1,132
Other transfers to households	305,843	365	921	307,129	147,145	159,984	47.9	303,306	302,395
Payments for capital assets	**4,440**	**40**	**989**	**5,469**	**4,825**	**644**	**88.2**	**2,826**	**2,561**
Machinery and equipment	3,943	40	989	4,972	4,825	147	97.0	2,826	2,561
Other machinery and equipment	3,943	40	989	4,972	4,825	147	97.0	2,826	2,561
Intangible assets	497	-	-	497	-	497	-	-	-
Payments for financial assets	**-**	**-**	**231**	**231**	**231**	**-**	**100.0**	**4**	**5**
Total	**698,533**	**-**	**-**	**698,533**	**507,880**	**190,653**	**72.7**	**704,022**	**767,703**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: ADMINISTARTION									
	2020/21							2019/20	
Sub programme	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
1. Premier Support	13,547	(322)	186	13,411	13,412	(1)	100.0	12,868	12,579
2. Executive Council Support	4,300	(725)	-	3,575	3,574	1	100.0	4,308	4,183
3. Director General	21,164	(983)	(4,618)	15,563	13,079	2,484	84.0	15,186	14,934
4. Financial Management	37,065	2,030	4,432	43,527	43,528	(1)	100.0	39,506	39,338
Total for sub programmes	**76,076**	**-**	**-**	**76,076**	**73,593**	**2,483**	**96.7**	**71,868**	**71,034**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: ADMINISTRATION									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**73,705**	**-**	**(1,078)**	**72,627**	**70,144**	**2,483**	**96.6**	**69,489**	**68,787**
Compensation of employees	**50,398**	**-**	**244**	**50,642**	**50,640**	**2**	**100.0**	**50,281**	**50,281**
Salaries and wages	43,456	1,127	244	44,827	44,826	1	100.0	44,339	44,339
Social contributions	6,942	(1,127)	-	5,815	5,814	1	100.0	5,942	5,942
Goods and services	**23,307**	**-**	**(1,322)**	**21,985**	**19,504**	**2,481**	**88.7**	**19,208**	**18,506**
Administrative fees	388	(154)	-	234	224	10	95.7	357	305
Minor assets	84	(84)	-	-	-	-	-	83	83
Audit costs: External	5,025	1,252	-	6,277	6,277	-	100.0	6,901	6,900
Catering: Departmental activities	379	(279)	-	100	100	-	100.0	445	437
Communication	1,877	(1,600)	-	277	288	(11)	104.0	153	150
Consultants: Business and advisory services	220	(103)	-	117	117	-	100.0	198	198
Contractors	136	(93)	-	43	21	22	48.8	226	222
Fleet services	464	31	-	495	494	1	99.8	717	673
Consumable supplies	7,221	(62)	(4,618)	2,541	58	2,483	2.3	153	144
Consumable: Stationery, printing and office supplies	553	(451)	-	102	101	1	99.0	269	196
Operating leases	3,606	3,049	3,296	9,951	9,952	(1)	100.0	5,459	5,423
Property payments	601	(601)	-	-	23	(23)	-	642	642
Travel and subsistence	1,598	(659)	-	939	939	-	100.0	2,373	1,932
Operating payments	1,035	(286)	-	749	750	(1)	100.0	1,084	1,053
Venues and facilities	120	40	-	160	160	-	100.0	148	148

PROGRAMME 1: ADMINISTRATION CONTINUOUS

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: ADMINISTRATION CONTINUOUS									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Transfers and subsidies	412	-	(58)	354	354	-	100.0	**458**	**426**
Households	412	-	(58)	354	354	-	100.0	458	426
Social benefits	412	-	(58)	354	354	-	100.0	458	426
Payments for capital assets	**1,959**	**-**	**1,136**	**3,095**	**3,095**	**-**	**100.0**	**1,919**	**1,818**
Machinery and equipment	1,959	-	1,136	3,095	3,095	-	100.0	1,919	1,818
Other machinery and equipment	1,959	-	1,136	3,095	3,095	-	100.0	1,919	1,818
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2**	**3**
Total	**76,076**	**-**	**-**	**76,076**	**73,593**	**2,483**	**96.7**	**71,868**	**71,034**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 1: PREMIER SUPPORT									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**13,150**	**17**	**244**	**13,411**	**13,412**	**(1)**	**100.0**	**12,450**	**12,160**
Compensation of employees	11,462	450	244	12,156	12,155	1	100.0	10,506	10,506
Goods and services	1,688	(433)	-	1,255	1,257	(2)	100.2	1,944	1,654
Transfers and subsidies	**150**	**(92)**	**(58)**	**-**	**-**	**-**	**-**	**418**	**419**
Households	150	(92)	(58)	-	-	-	-	418	419
Payments for capital assets	**247**	**(247)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	247	247	-	-	-	-	-	-	-
Total	**13,547**	**(322)**	**186**	**13,411**	**13,412**	**(1)**	**100.0**	**12,868**	**12,579**

FREE STATE OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 2: EXECUTIVE COUNCIL SUPPORT									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**4,172**	**(718)**	**-**	**3,454**	**3,453**	**1**	**100.0**	**4,307**	**4,183**
Compensation of employees	3,638	(431)	-	3,207	3,207	-	100.0	3,595	3,595
Goods and services	534	(287)	-	247	246	1	99.6	712	588
Transfers and subsidies	**122**	**(1)**	**-**	**121**	**121**	**-**	**100.0**	**-**	**-**
Households	122	(1)	-	121	121	-	100.0	-	-
Payments for capital assets	**6**	**(6)**	**-**	**-**	**-**	**-**	**-**	**1**	**-**
Machinery and equipment	6	(6)	-	-	-	-	-	1	-
Total	**4,300**	**(725)**	**-**	**3,575**	**3,574**	**1**	**100.0**	**4,308**	**4,183**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 3: DIRECTOR GENERAL									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**20,941**	**(891)**	**(4,618)**	**15,432**	**12,948**	**2,484**	**83.9**	**14,881**	**14,738**
Compensation of employees	11,721	490	-	12,211	12,210	1	100.0	12,569	12,569
Goods and services	9,220	(1,381)	(4,618)	3,221	738	2,483	22.9	2,312	2,169
Transfers and subsidies	**17**	**(2)**	**-**	**15**	**15**	**-**	**100.0**	**16**	**7**
Households	17	(2)	-	15	15	-	100.0	16	7
Payments for capital assets	**206**	**(90)**	**-**	**116**	**116**	**-**	**100.0**	**289**	**189**
Machinery and equipment	206	(90)	-	116	116	-	100.0	289	189
Total	**21,164**	**(983)**	**(4,618)**	**15,563**	**13,079**	**2,484**	**84.0**	**15,186**	**14,934**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 4: FINANCIAL MANAGEMENT									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**35,442**	**1,592**	**3,296**	**40,330**	**40,331**	**(1)**	**100.0**	**37,851**	**37,706**
Compensation of employees	23,577	(509)	-	23,068	23,068	-	100.0	23,611	23,611
Goods and services	11,865	2,101	3,296	17,262	17,263	(1)	100.0	14,240	14,095
Transfers and subsidies	**123**	**95**	**-**	**218**	**218**	**-**	**100.0**	**24**	**-**
Households	123	95	-	218	218	-	100.0	24	-
Payments for capital assets	**1,500**	**343**	**1,136**	**2,979**	**2,979**	**-**	**100.0**	**1,629**	**1,629**
Machinery and equipment	1,500	343	1,136	2,979	2,979	-	100.0	1,629	1,629
Payments for financial assets								**2**	**3**
Total	**37,065**	**2,030**	**4,432**	**43,527**	**43,528**	**(1)**	**100.0**	**39,506**	**39,338**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 2: INSTITUTIONAL DEVELOPMENT									
	2020/21							2019/20	
Sub programme	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
1. Strategic Human Resources	358,755	3	(32)	358,726	195,871	162,855	54.6	359,116	354,598
2. Information Communication Technology	24,684	449	32	25,165	22,723	2,442	90.3	22,543	20,704
3. Legal Services	9,901	188	-	10,089	9,794	295	97.1	9,680	9,393
4. Communication Services	18,938	(640)	-	18,298	17,226	1,072	94.1	21,580	20,306
Total for sub programmes	**412,278**	**-**	**-**	**412,278**	**245,614**	**166,664**	**59.6**	**412,919**	**405,001**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 2: INSTITUTIONAL DEVELOPMENT									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**103,820**	**-**	**-**	**103,820**	**97,668**	**6,152**	**94.1**	**108,377**	**101,521**
Compensation of employees	**79,223**	**-**	**-**	**79,223**	**78,668**	**555**	**99.3**	**81,084**	**81,083**
Salaries and wages	70,115	(409)	-	69,706	69,439	267	99.6	71,937	71,937
Social contributions	9,108	409	-	9,517	9,229	288	97.0	9,147	9,146
Goods and services	**24,597**	**-**	**-**	**24,597**	**19,000**	**5,597**	**77.2**	**27,293**	**20,438**
Administrative fees	178	(93)	-	85	12	73	14.1	192	86
Advertising	6,836	(163)	-	6,673	5,927	746	88.8	6,344	5,395
Minor assets	137	(2)	-	135	93	42	68.9	150	66
Bursaries: Employees	180	-	-	180	37	143	20.6	550	513
Catering: Departmental activities	461	(78)	-	383	26	357	6.8	925	343
Communication	2,596	472	-	3,068	2,989	79	97.4	2,816	2,739
Computer services	9,761	89	-	9,850	8,241	1,609	83.7	986	350
Consultants: Business and advisory services	195	-	-	195	106	89	54.4	92	90
Legal services	474	-	-	474	467	7	98.5	403	264
Contractors	125	(114)	-	11	-	11	-	9,116	8,550
Fleet services	354	(42)	-	312	201	111	64.4	683	462
Consumable supplies	60	4	-	64	18	46	28.1	109	66
Consumable: Stationery, printing and office supplies	633	(83)	-	550	304	246	55.3	532	(697)
Operating leases	65	306	-	371	350	21	94.3	449	448

PROGRAMME 1: INSTITUTIONAL DEVELOPMENT CONTINUOUS

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: INSTITUTIONAL DEVELOPMENT CONTINUOUS

	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Transport provided: Departmental activity	-	-	-	-	-	-	-	52	51
Travel and subsistence	1,063	(82)	-	981	234	747	23.9	2,374	1,426
Training and development	1,357	(214)	-	1,143	(13)	1,156	(1.1)	1,374	193
Operating payments	122	-	-	122	8	114	6.6	136	93
Venues and facilities	-	-	-	-	-	-	-	10	-
Transfers and subsidies	**306,286**	**-**	**(32)**	**306,254**	**146,240**	**160,014**	**47.8**	**303,647**	**302,735**
Households	306,286	-	(32)	306,254	146,240	160,014	47.8	303,647	302,735
Social benefits	443	-	(32)	411	352	59	85.6	513	512
Other transfers to households	305,843	-	-	305,843	145,888	159,955	47.7	303,134	302,223
Payments for capital assets	**2,172**	**-**	**32**	**2,204**	**1,706**	**498**	**77.4**	**893**	**743**
Machinery and equipment	1,675	-	32	1,707	1,706	1	99.9	893	743
Other machinery and equipment	1,675	-	32	1,707	1,706	1	99.9	893	743
Intangible assets	497	-	-	497	-	497	-	-	-
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2**	**2**
Total	**412,278**	**-**	**-**	**412,278**	**245,614**	**166,664**	**59.6**	**412,919**	**405,001**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 1: STRATEGIC HUMAN RESOURCES									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**52,517**	**-**	**-**	**52,517**	**49,617**	**2,900**	**94.5**	**55,418**	**51,812**
Compensation of employees	48,174	-	-	48,174	47,972	202	99.6	49,992	49,991
Goods and services	4,343	-	-	4,343	1,645	2,698	37.9	5,426	1,821
Transfers and subsidies	**306,136**	**91**	**(32)**	**306,195**	**146,240**	**159,955**	**47.8**	**303,622**	**302,710**
Households	306,136	91	(32)	306,195	146,240	159,955	47.8	303,622	302,710
Payments for capital assets	**102**	**(88)**	**-**	**14**	**14**	**-**	**100.0**	**74**	**74**
Machinery and equipment	102	(88)	-	14	14	-	100.0	74	74
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2**	**2**
Total	**358,755**	**3**	**(32)**	**358,726**	**195,871**	**162,855**	**54.6**	**359,116**	**354,598**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 2: INFORMATION COMMUNICATION TECHNOLOGY									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**22,663**	**312**	**-**	**22,975**	**21,031**	**1,944**	**91.5**	**21,724**	**20,035**
Compensation of employees	10,082	(242)	-	9,840	9,724	116	98.8	9,820	9,820
Goods and services	12,581	554	-	13,135	11,307	1,828	86.1	11,904	10,215
Payments for capital assets	**2,021**	**137**	**32**	**2,190**	**1,692**	**498**	**77.3**	**819**	**669**
Machinery and equipment	1,524	137	32	1,693	1,692	1	99.9	819	669
Intangible assets	497	-	-	497	-	497	-	-	-
Total	**24,684**	**449**	**32**	**25,165**	**22,723**	**2,442**	**90.3**	**22,543**	**20,704**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 3: LEGAL SERVICES									
	2020/21							2019/20	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	**9,852**	**237**	**-**	**10,089**	**9,794**	**295**	**97.1**	**9,679**	**9,392**
Compensation of employees	8,946	242	-	9,188	9,188	-	100.0	8.670	8,670
Goods and services	906	(5)	-	901	606	295	67.3	1,009	722
Transfers and subsidies	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1**	**1**
Households	-	-	-	-	-	-	-	1	1
Payments for capital assets	**49**	**(49)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	49	(49)	-	-	-	-	-	-	-
Total	**9,901**	**188**	**-**	**10,089**	**9,794**	**295**	**97.1**	**9,680**	**9,393**

FREE STATE OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 4: COMMUNICATION SERVICES									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**18,788**	**(549)**	**-**	**18,239**	**17,226**	**1,013**	**94.4**	**21,556**	**20,282**
Compensation of employees	12,021	-	-	12,021	11,784	237	98.0	12,602	12,602
Goods and services	6,767	(549)	-	6,218	5,442	776	87.5	8,954	7,680
Transfers and subsidies	**150**	**(91)**	**-**	**59**	**-**	**59**	**-**	**24**	**24**
Households	150	(91)	-	59	-	59	-	24	24
Total	**18,938**	**(640)**	**-**	**18,298**	**17,226**	**1,072**	**91.1**	**21,580**	**20,306**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 3: POLICY AND GOVERNANCE									
	2020/21							2019/20	
Sub programme	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
1. Special Programmes	34,726	984	(1,564)	34,146	24,745	9,401	72.5	43,344	118,539
2. Intergovernmental Relations	9,799	17	-	9,816	8,525	1,291	86.8	11,641	11,523
3. Provincial Policy management	31,039	(1,001)	-	30,038	19,226	10,812	64.0	14,896	14,337
Total for sub programmes	**75,564**	**-**	**(1,564)**	**74,000**	**52,496**	**21,504**	**70.9**	**69,881**	**144,399**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 3: POLICY AND GOVERNANCE									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**69,829**	**(30)**	**(2,496)**	**67,303**	**46,097**	**21,206**	**68.5**	**69,668**	**144,186**
Compensation of employees	**41,279**	**-**	**1,905**	**43,184**	**41,579**	**1,605**	**96.3**	**39,056**	**39,057**
Salaries and wages	36,101	99	1,905	38,105	37,538	567	98.5	35,071	35,072
Social contributions	5,178	(99)	-	5,079	4,041	1,038	79.6	3,985	3,985
Goods and services	**28,550**	**(30)**	**(4,401)**	**24,119**	**4,518**	**19,601**	**18.7**	**30,612**	**105,129**
Administrative fees	135	(10)	-	125	17	108	13.6	312	266
Minor assets	36	-	-	36	-	36	-	29	5
Catering: Departmental activities	170	(10)	-	160	60	100	37.5	130	74
Communication	2	7	-	9	7	2	77.8	8	8
Consultants: Business and advisory services	2,528	(88)	-	2,440	-	2,440	-	-	-
Contractors	19,069	236	(3,482)	15,823	1,401	14,422	8.9	14,719	19,470
Fleet services	167	222	-	389	69	320	17.7	242	227
Consumable supplies	3,438	(2,506)	(921)	11	-	11	-	38	7
Consumable: Stationery, printing and office supplies	218	45	1	264	74	190	28.0	127	85
Operating leases	100	112	-	212	162	50	76.4	266	256
Transport provided: Departmental activity	549	78	-	627	165	462	26.3	3,468	9,991
Travel and subsistence	2,010	1,879	1	3,890	488	3,402	12.5	6,335	6,004
PROGRAMME 1: POLICY AND GOVERNANCE CONTINUOUS									

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: POLICY AND GOVERNANCE CONTINUOUS									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Training and development	5	-	-	5	2	3	40.0	-	-
Operating payments	106	5	-	111	2,068	1,957	1,863.1	109	1
Venues and facilities	17	-	-	17	5	12	29.4	82	72
Transfers and subsidies	**5,590**	**30**	**932**	**6,552**	**6,399**	**153**	**97.7**	**213**	**213**
Higher education institutions	5,000	-	-	5,000	5,000	-	100.0	-	-
Households	590	30	932	1,552	1,399	153	90.1	213	213
Social benefits	590	(261)	11	340	216	124	63.5	41	41
Other transfers to households	-	291	921	1,212	1,183	29	97.6	172	172
Payments for capital assets	**145**	**-**	**-**	**145**	**-**	**145**	**-**	**-**	**-**
Machinery and equipment	145	-	-	145	-	145	-	-	-
Other machinery and equipment	145	-	-	145	-	145	-	-	-
Total	**75,564**	**-**	**(1,564)**	**74,000**	**52,496**	**21,504**	**70.9**	**69,881**	**144,399**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 1: SPECIAL PROGRAMMES									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**34,236**	**1,059**	**(2,496)**	**32,799**	**23,551**	**9,248**	**71.8**	**43,164**	**43,164**
Compensation of employees	16,669	1,089	1,905	19,663	19,662	1	100.0	17,075	17,076
Goods and services	17,567	(30)	(4,401)	13,136	3,889	9,247	29.6	26,089	101,283
Transfers and subsidies	**490**	**(75)**	**932**	**1,347**	**1,194**	**153**	**88.6**	**180**	**180**
Households	490	(75)	932	1,347	1,194	153	88.6	180	180
Total	**34,726**	**984**	**(1,564)**	**34,146**	**24,745**	**9,401**	**72.5**	**43,344**	**118,539**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 2: INTERGOVERNMENTAL RELATIONS									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**9,774**	**-**	**-**	**9,774**	**8,508**	**1,266**	**87.0**	**11,641**	**11,523**
Compensation of employees	8,493	-	-	8,493	8,008	485	94.3	8,013	8,013
Goods and services	1,281	-	-	1,281	500	781	39.0	3,628	3,510
Interest and rent on land								-	-
Transfers and subsidies	**-**	**17**	**-**	**17**	**17**	**-**	**100.0**	**-**	**-**
Households	-	17	-	17	17	-	100.0	-	-
Payments for capital assets	**25**	**-**	**-**	**25**	**-**	**25**	**-**	**-**	**-**
Machinery and equipment	25	-	-	25	-	25	-	-	-
Total	**9,799**	**17**	**-**	**9,816**	**8,525**	**1,291**	**86.8**	**11,641**	**11,523**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 3: PROVINCIAL POLICY MANAGEMENT									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**25,819**	**(1,089)**	**-**	**24,730**	**14,038**	**10,692**	**56.8**	**14,863**	**14,304**
Compensation of employees	16,117	(1,089)	-	15,028	13,909	1,119	92.6	13,968	13,968
Goods and services	9,702	-	-	9,702	129	9,573	1.3	895	336
Transfers and subsidies	**5,100**	**88**	**-**	**5,188**	**5,188**	**-**	**100.0**	**33**	**33**
Higher education institutions	5,000	-	-	5,000	5,000	-	100.0	-	-
Households	100	88	-	188	188	-	100.0	33	33
Payments for capital assets	**120**	**-**	**-**	**120**	**-**	**120**	**-**	**-**	**-**
Machinery and equipment	120	-	-	120	-	120	-	-	-
Total	**31,039**	**(1,001**	**-**	**30,038**	**19,226**	**10,812**	**64.0**	**14,896**	**14,337**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: MONITORING AND EVALUATION									
	2020/21							2019/20	
Sub programme	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
1. Public Sector Monitoring and Evaluation	8,361	(1,006)	305	7,660	7,691	(31)	100.4	9,127	8,831
2. Monitoring and Evaluation Programme	9,337	137	(551)	8,923	8,890	33	99.6	9,480	9,241
3. Provincial Intervention	116,917	869	1,810	119,596	119,596	-	100.0	130,747	129,197
Total for sub programmes	**134,615**	**-**	**1,564**	**136,179**	**136,177**	**2**	**100.0**	**149,354**	**147,269**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 4: MONITORING AND EVALUATION									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriation**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**134,146**	**(40)**	**1,214**	**135,320**	**135,319**	**1**	**100.0**	**149,187**	**147,116**
Compensation of employees	**132,117**	**1**	**1,400**	**133,518**	**133,516**	**2**	**100.0**	**134,207**	**134,153**
Salaries and wages	111,010	(70)	785	111,725	112,353	(628)	100.6	113,395	113,419
Social contributions	21,107	71	615	21,793	21,163	630	97.1	20,812	20,734
Goods and services	**2,029**	**(41)**	**(186)**	**1,802**	**1,803**	**(1)**	**100.1**	**14,980**	**12,963**
Administrative fees	31	(8)	(18)	5	4	1	80.0	34	13
Minor assets	1	5	-	6	6	-	100.0	-	-
Catering: Departmental activities	32	(28)	(4)	-	-	-	-	37	18
Communication	18	8	(18)	8	8	-	100.0	23	8
Contractors	-	-	-	-	-	-	-	9,136	9,508
Fleet services	586	216	(71)	731	676	55	92.5	1,856	1,142
Consumable supplies	24	(4)	(20)	-	1	(1)	-	445	441
Consumable: Stationery, printing and office supplies	144	92	(93)	143	143	-	100.0	306	130
Operating leases	304	148	38	490	721	(231)	147.1	1,538	840
Transport provided: Departmental activity	160	-	-	160	-	160	-	204	204
Travel and subsistence	691	(457)	-	234	244	(10)	104.3	1,376	659
Operating payments	11	(11)	-	-	-	-	-	-	-
Venues and facilities	27	(2)	-	25	-	25	-	25	-
PROGRAMME 4: MONITORING AND EVALUATION CONTINUOUS									

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 4: MONITORING AND EVALUATION CONTINUOUS									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Transfers and subsidies	**305**	**-**	**298**	**603**	**603**	**-**	**100.0**	**153**	**153**
Households	305	-	298	603	603	-	100.0	153	153
Social benefits	305	(74)	298	529	529	-	100.0	153	153
Other transfers to households	-	74	-	74	74	-	100.0	-	-
Payments for capital assets	**164**	**40**	**(179)**	**25**	**24**	**1**	**96.0**	**14**	**-**
Machinery and equipment	164	40	(179)	25	24	1	96.0	14	-
Other machinery and equipment	164	40	(179)	25	24	1	96.0	14	-
Payments for financial assets	**-**	**-**	**231**	**231**	**231**	**-**	**100.0**	**-**	**-**
Total	**134,615**	**-**	**1,564**	**136,179**	**136,177**	**2**	**100.0**	**149,354**	**147,269**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 1: PUBLIC SECTOR MONITORING AND EVALUATION									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**8,211**	**(1,006)**	**84**	**7,289**	**7,321**	**(32)**	**100.4**	**9,113**	**8,831**
Compensation of employees	7,915	(762)	84	7,237	7,236	1	100.0	8,685	8,652
Goods and services	296	(244)	-	52	85	(33)	163.5	428	179
Transfers and subsidies	**150**	**(40)**	**236**	**346**	**346**	**-**	**100.0**	**-**	**-**
Households	150	(40)	236	346	346	-	100.0	-	-
Payments for capital assets	**-**	**40**	**(15)**	**25**	**24**	**1**	**96.0**	**14**	**-**
Machinery and equipment	-	40	(15)	25	24	1	96.0	14	-
Total	**8,361**	**(1,006)**	**305**	**7,660**	**7,691**	**(31)**	**100.4**	**9,127**	**8,831**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 2: MONITORING AND EVALUATION PROGRAMME									
	2020/21							2019/20	
Economic classification	**Adjusted Appropriation**	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Expenditure as % of final appropriation**	**Final Appropriatio n**	**Actual expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**%**	**R'000**	**R'000**
Current payments	**9,337**	**137**	**(551)**	**8,923**	**8,890**	**33**	**99.6**	**9,480**	**9,241**
Compensation of employees	9,068	363	(551)	8,880	8,879	1	100.0	9,020	8,943
Goods and services	269	(226)	-	43	11	32	25.6	460	298
Total	**9,337**	**137**	**(551)**	**8,923**	**8,890**	**33**	**99.6**	**9,480**	**9,241**

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APPROPRIATION STATEMENT
for the year ended 31 March 2021

SUB PROGRAMME 3: PROVINCIAL INTERVENTION									
	2020/21							2019/20	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriatio n	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	**116,598**	**829**	**1,681**	**119,108**	**119,108**	**-**	**100.0**	**130,594**	**129,044**
Compensation of employees	115,134	400	1,867	117,401	117,401	-	100.0	116,502	116,558
Goods and services	1,464	429	(186)	1,707	1,707	-	100.0	14,092	12,486
Transfers and subsidies	**155**	**40**	**62**	**257**	**257**	**-**	**100.0**	**153**	**153**
Households	155	40	62	257	257	-	100.0	153	153
Payments for capital assets	**164**	**-**	**(164)**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	**164**	**-**	**(164)**	**-**	**-**	**-**	**-**	-	-
Payments for financial assets	**-**	**-**	**231**	**231**	**231**	**-**	**100.0**	**-**	**-**
Total	**116,917**	**869**	**1,810**	**119,596**	**119,596**	**-**	**100.0**	**130,747**	**129,197**

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NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2021

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

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

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

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

3. Detail on payments for financial assets

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

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

4.1 Per programme	**Final Appropriation**	**Actual Expenditure**	**Variance R'000**	**Variance as a % of Final Appropriation**
	R'000	**R'000**	**R'000**	**R'000**
Programme 1: Administration	**76,076**	**73,593**	**2,483**	**3.26%**

The underspending is mainly due to slow spending on funds earmarked for COVID-19.

Programme 2: Institutional Development	**412,278**	**245,614**	**166,664**	**40.43%**

The underspending is due to vacant posts not filled, slow spending on provincial bursaries and goods and services.

Programme 3: Policy and Governance	**74,000**	**52,496**	**21,504**	**29.06%**

The underspending is due to the Covid-19 lockdown.

Programme 4: Monitoring and Evaluation	**136,179**	**136,177**	**2**	**0.00%**

Immaterial variance.

4.2 Per economic classification	**Final Appropriation**	**Actual Expenditure**	**Variance**	**Variance as a % of Final Appropriation**
	R'000	**R'000**	**R'000**	**R'000**
CURRENT PAYMENTS				
Compensation of employees	**306,567**	**304,403**	**2,164**	**0.71%**

Immaterial variance.

Goods and services	**72,503**	**44,825**	**27,678**	**38.17%**

The underspending is due to the Covid-19 lockdown.

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NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2021

Per economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
TRANSFERS AND SUBSIDIES				
Higher education institutions	**5,000**	**5,000**	**-**	**0.00%**
Immaterial variance.				
Households	**313,763**	**153,596**	**160,167**	**51.05%**
The underspending is mainly due to slow spending on provincial bursaries.				
PAYMENTS FOR CAPITAL ASSETS				
Machinery and equipment	**5,469**	**4,825**	**644**	**11,78%**
The procurement of furniture for various units did not take place.				
PAYMENTS FOR FINANCIAL ASSETS	**231**	**231**	**-**	**0.00%**
Immaterial variance.				

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STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
REVENUE			
Annual appropriation	1	698,533	704,022
Aid assistance	Annexure 1D	5,778	9,511
TOTAL REVENUE		**704,311**	**713,533**
EXPENDITURE			
Current expenditure			
Compensation of employees	4	304,403	304,574
Goods and services	5	44,825	157,036
Aid assistance	Annexure 1D	3,908	9,281
Total current expenditure		**353,136**	**470,891**
Transfers and subsidies			
Transfers and subsidies	7	153,596	303,527
Total transfers and subsidies		**153,596**	**303,527**
Expenditure for capital assets			
Tangible assets	8	4,825	2,561
Total expenditure for capital assets		**4,825**	**2,561**
Payments for financial assets	6	231	5
TOTAL EXPENDITURE		**511,788**	**776,984**
SURPLUS/(DEFICIT) FOR THE YEAR		**192,523**	**(63,451)**
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		**190,653**	**(63,681)**
Annual appropriation		190,653	(63,681)
Aid assistance	3	1,870	230
SURPLUS/(DEFICIT) FOR THE YEAR		**192,523**	**(63,451)**

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STATEMENT OF FINANCIAL POSITION
as at 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
ASSETS			
Current assets		**214,459**	**212,220**
Unauthorised expenditure	9	209,497	209,497
Cash and cash equivalents	10	2,588	14
Prepayments and advances	11	127	127
Receivables	12	2,247	2,582
Non-current assets		**4,746**	**4,880**
Receivables	12	4,746	4,880
TOTAL ASSETS		**219,205**	**217,100**
LIABILITIES			
Current liabilities		**216,721**	**64,418**
Voted funds to be surrendered to the Revenue Fund	13	190,828	11,012
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	14	606	842
Bank overdraft	15	-	13,287
Payables	16	21,690	37,551
Aid assistance unutilised	3	3,597	1,727
Non-current liabilities			
Payables	17	-	150,152
TOTAL LIABILITIES		**216,721**	**214,571**
NET ASSETS		**2,484**	**2,529**
Represented by:			
Recoverable revenue		2,484	2,529
TOTAL		**2,484**	**2,529**

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STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
Recoverable revenue			
Opening balance		2,529	2,454
Transfers:		(45)	**75**
Debts recovered (included in departmental receipts)		(94)	(86)
Debts raised		49	161
Closing balance		**2,484**	**2,529**
TOTAL		**2,484**	**2,529**

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CASH FLOW STATEMENT
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		**709,386**	**717,684**
Annual appropriated funds received	1.1	698,533	704,022
Departmental revenue received	2	5,075	4,151
Aid assistance received	Annexure 1D	5,778	9,511
Net (increase)/decrease in working capital		(15,526)	(65,142)
Surrendered to Revenue Fund		(16,148)	(5,168)
Current payments		(353,136)	(396,373)
Payments for financial assets		(231)	(5)
Transfers and subsidies paid		(153,596)	(303,527)
Net cash flow available from operating activities	18	**170,749**	**(52,531)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(4,825)	(2,561)
Proceeds from sale of capital assets	2.2	-	6
(Increase)/decrease in non-current receivables	12	134	(11)
Net cash flows from investing activities		**(4,691)**	**2,566**
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(45)	75
Increase/(decrease) in non-current payables		(150,152)	150,152
Net cash flows from financing activities		**(150,197)**	**150,227**
Net increase/(decrease) in cash and cash equivalents		15,861	95,130
Cash and cash equivalents at beginning of period		(13,273)	(108,403)
Cash and cash equivalents at end of period	19	**2,588**	**(13,273)**

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

PART A: ACCOUNTING POLICIES

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

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	budget process are recognised in the statement of financial performance on the date the adjustments become effective. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.
7.2	**Departmental revenue** Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise. Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.
7.3	**Accrued departmental revenue** Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when: • it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and • the amount of revenue can be measured reliably. The accrued revenue is measured at the fair value of the consideration receivable. Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents. Write-offs are made according to the department’s debt write-off policy
8	**Expenditure**
8.1	**Compensation of employees**
8.1.1	**Salaries and wages** Salaries and wages are recognised in the statement of financial performance on the date of payment.
8.1.2	**Social contributions** Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment. Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.
8.2	**Other expenditure** Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.
8.3	**Accruals and payables not recognised** Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

8.4	**Leases**
8.4.1	**Operating leases** Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue. The operating lease commitments are recorded in the notes to the financial statements. Operating lease payments received are recognised as departmental revenue.
8.4.2	**Finance leases** Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue. The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions. Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of: • cost, being the fair value of the asset; or • the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest. Finance lease payments received are recognised as departmental revenue.
9	**Aid Assistance**
9.1	**Aid assistance received** Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value. Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.
9.2	**Aid assistance paid** Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.
10	**Cash and cash equivalents** Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position as a current liability. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.
11	**Prepayments and advances** Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

	Prepayments and advances are expensed when proof, to substantiate the expenditure, is received.
12	**Loans and receivables** Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.
13	**Investments** Investments are recognised in the statement of financial position at cost.
14	**Financial assets**
14.1	**Financial assets (not covered elsewhere)** A financial asset is recognised initially at its cost-plus transaction costs that are directly attributable to the acquisition or issue of the financial asset. At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.
14.2	**Impairment of financial assets** Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.
15	**Payables** Payables recognised in the statement of financial position are recognised at cost.
16	**Capital Assets**
16.1	**Immovable capital assets** Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use. Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.
16.2	**Movable capital assets** Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition. Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.
16.3	**Intangible assets** Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition. Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project. Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.
16.4	**Project Costs: Work-in-progress** Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid. Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register. Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.
17	**Provisions and Contingents**
17.1	**Provisions** Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.
17.2	**Contingent liabilities** Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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17.3	**Contingent assets** Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.
17.4	**Capital commitments** Capital commitments are recorded at cost in the notes to the financial statements.
18	**Unauthorised expenditure** Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either: • approved by Parliament or the Provincial Legislature with funding and the related funds are received; or • approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or • transferred to receivables for recovery. Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.
19	**Fruitless and wasteful expenditure** Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred. Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables or written off. Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.
20	**Irregular expenditure** Irregular expenditure is recorded in the notes to the financial statements when confirmed after its assessment. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note. Irregular expenditure is reduced from the note when it is either condoned by the relevant authority, transferred to receivables for recovery, not condoned and removed or written-off. Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.
21	**Changes in accounting estimates and errors** Changes in accounting estimates are applied prospectively in accordance with MCS requirements. Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.
22	**Events after the reporting date** Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.
23	**Principal-Agent arrangements** The department is party to a principal-agent arrangement for [include details here]. In terms of the arrangement the department is the [principal / agent] and is responsible for [include details here]. All related revenues, expenditures, assets and liabilities have been recognised or recorded in terms of the relevant policies listed herein. Additional disclosures have been provided in the notes to the financial statements where appropriate.
24	**Departures from the MCS requirements** Management has concluded that the financial statements present fairly the department's primary and secondary information and that the department complied with the Standard.
25	**Capitalisation reserve** The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National/Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.
26	**Recoverable revenue** Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.
27	**Related party transactions** Related party transactions within the MEC's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length. The number of individuals and the full compensation of key management personnel are recorded in the notes to the financial statements.
28	**Inventories** At the date of acquisition, inventories are recognised at cost in the statement of financial performance. Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition. Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value. The cost of inventories is assigned by using the weighted average cost basis.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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29	**Public-Private Partnerships** Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies. A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements.
30	**Employee benefits** The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.
31	**Transfers of functions** Transfers of functions are accounted for by the acquirer by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of transfer. Transfers of functions are accounted for by the transferor by derecognising or removing assets and liabilities at their carrying amounts at the date of transfer.
32	**Mergers** Mergers are accounted for by the combined department by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of the merger. Mergers are accounted for by the combining departments by derecognising or removing assets and liabilities at their carrying amounts at the date of the merger.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

PART B: EXPLANATORY NOTES

1. Annual Appropriation

1.1 Annual Appropriation

Included are Voted funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Acts):

Programme	2020/21 Final Appropriation	2020/21 Actual Funds Received	2020/21 Funds not requested/ not received	2019/20 Final Appropriation	2019/20 Appropriation received	2019/20 Funds not requested/ not received
	R'000	R'000	R'000	R'000	R'000	R'000
1. Administration	76,076	76,076	-	71,868	71,868	-
2. Institutional Development	412,278	412,278	-	412,919	412,919	-
3. Policy and Governance	74,000	74,000	-	69,881	69,881	-
4. Monitoring and Evaluation	136,179	136,179	-	149,354	149,354	-
Total	**698,533**	**698,533**	**-**	**704,022**	**704,022**	**-**

2. Departmental revenue

	Note	2020/21 R'000	2019/20 R'000
Sales of goods and services other than capital assets	2.1	3,771	4,017
Sales of capital assets	2.2	-	6
Transactions in financial assets and liabilities	2.3	1,304	134
Total revenue collected		**5,075**	**4,157**
Less: Own revenue included in appropriation	14	(5,075)	(4,157)
Departmental revenue collected		**-**	**-**

2.1 Sales of goods and services other than capital assets

	Note	2020/21 R'000	2019/20 R'000
Sales of goods and services produced by the department	2	3,763	3,989
Other sales		3,763	3,989
Sales of scrap, waste and other used current goods		8	28
Total		**3,771**	**4,017**

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

2.2 Sale of capital assets

	Note	2020/21	2019/20
	2	R'000	R'000
Tangible assets		**-**	**6**
Machinery and equipment	29	-	6
Total		**-**	**6**

2.3 Transactions in financial assets and liabilities

	Note	2020/21	2019/20
Other Receipts including Recoverable Revenue	2	1,304	134
Total		**1,304**	**134**

3. Aid assistance

		2020/21	2019/20
Opening Balance		1,727	1,497
Transferred from statement of financial performance		1,870	230
Closing Balance		**3,597**	**1,727**

3.1 Analysis of balance by source

	Note	2020/21	2019/20
Aid assistance from other sources	3	3,597	1,727
Closing balance		**3,597**	**1,727**

3.2 Analysis of balance

	Note	2020/21	2019/20
Aid assistance unutilised	3	3,597	1,727
Closing balance		**3,597**	**1,727**
Aid assistance not requested/not received		-	72

3.3 Aid assistance expenditure per economic classification

		2020/21	2019/20
Current		3,908	9,281
Total aid assistance expenditure		**3,908**	**9,281**

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

3.4 Donations received in kind (not included in the main note)

	Note	2020/21 R'000	2019/20 R'000
Covid-19 personal protective equipment		3,027	-
Total		**3,027**	**-**

Covid-19 personal protective equipment received from the Provincial Treasury.

4. Compensation of employees

4.1 Salaries and Wages

	2020/21	2019/20
Basic salary	212,588	211,173
Performance award	2,541	5,162
Service Based	98	455
Compensative/circumstantial	2,870	3,505
Periodic payments	-	5
Other non-pensionable allowances	46,059	44,466
Total	**264,156**	**264,766**

4.2 Social contributions

	2020/21	2019/20
Employer contributions		
Pension	23,961	24,299
Medical	16,218	15,446
Bargaining council	68	63
Total	**40,247**	**39,808**
Total compensation of employees	**304,403**	**304,574**
Average number of employees	654	657

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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5. Goods and services

	Note	2020/21 R'000	2019/20 R'000
Administrative fees		257	670
Advertising		5,927	5,395
Minor assets	*5.1*	99	154
Bursaries (employees)		37	513
Catering		186	872
Communication		3,292	2,905
Computer services	*5.2*	8,241	350
Consultants: Business and advisory services		223	288
Legal services		467	264
Contractors		1,422	106,413
Audit cost – external	*5.3*	6,277	6,900
Fleet services		1,440	2,504
Consumables	*5.4*	699	372
Operating leases		11,185	6,967
Property payments	*5.5*	23	642
Transport provided as part of the departmental activities		165	10,246
Travel and subsistence	*5.6*	1,905	10,021
Venues and facilities		165	220
Training and development		(11)	193
Other operating expenditure	*5.7*	2,826	1,147
Total		**44,825**	**157,036**

5.1 Minor assets

	Note	2020/21 R'000	2019/20 R'000
Tangible assets	*5*	**99**	**154**
Machinery and equipment		99	154
Total		**99**	**154**

5.2 Computer services

	Note	2020/21 R'000	2019/20 R'000
SITA computer services	*5*	6,470	-
External computer service providers		1,771	350
Total		**8,241**	**350**

5.3 Audit cost – External

	Note	2020/21 R'000	2019/20 R'000
Regularity audits	*5*	6,277	6,900
Total		**6,277**	**6,900**

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

5.4 Consumables

	Note	2020/21 R'000	2019/20 R'000
Consumable supplies	5	**77**	**658**
Uniform and clothing		7	397
Household supplies		32	162
Building material and supplies		3	35
Communication accessories		29	41
IT consumables		2	10
Other consumables		4	13
Stationery, printing and office supplies		622	(286)
Total		**699**	**372**

5.5 Property payments

	Note	2020/21 R'000	2019/20 R'000
Other	5	23	642
Total		**23**	**642**

5.6 Travel and subsistence

	Note	2020/21 R'000	2019/20 R'000
Local	5	1,534	6,608
Foreign		371	3,413
Total		**1,905**	**10,021**

5.7 Other operating expenditure

	Note	2020/21 R'000	2019/20 R'000
Professional bodies, membership and subscription fees	5	24	22
Resettlement costs		23	50
Courier and deliver services		8	16
Laundry services		-	1
Non-life insurance premiums		210	156
Printing and publication services		493	902
Freight service – transport goods		2,068	-
Total		**2,826**	**1,147**

6. Payments for financial assets

	Note	2020/21 R'000	2019/20 R'000
Material losses through criminal conduct		**231**	**5**
Other material losses	6.1	231	5
Total		**231**	**5**

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

6.1 Other material losses

		Note	2020/21	2019/20
		6	R'000	R'000
Nature of other material losses		6		
Incident	**Disciplinary Steps taken/ Criminal proceedings**			
Vehicle accident	Dismissal		231	-
Total			**231**	**-**

6.2 Other material losses written off

	Note	2020/21	2019/20
Nature of losses	6		
Interest on overdue account		-	3
Interdepartmental claim		-	2
Total		**-**	**5**

7. Transfers and subsidies

	Note	2020/21	2019/20
Higher education institutions	Annexure 1A	5,000	-
Households	Annexure 1B	148,596	303,527
Total		**153,596**	**303,527**

Possible irregularities regarding bursaries that could amount to fraud or theft are currently being investigated.

8. Expenditure for capital assets

	Note	2020/21	2019/20
Tangible assets		**4,825**	**2,561**
Machinery and equipment	29	4,825	2,561
Total		**4,825**	**2,561**

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

8.1 Analysis of funds utilised to acquire capital assets – 2020/21

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	**4,825**	**-**	**4,825**
Machinery and equipment	4,825	-	4,825
Total	**4,825**	**-**	**4,825**

8.2 Analysis of funds utilised to acquire capital assets – 2019/20

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	**2,561**	**-**	**2,561**
Machinery and equipment	2,561	-	2,561
Total	**2,561**	**-**	**2,561**

8.3 Finance lease expenditure included in Expenditure for capital assets

	Note	2020/21 R'000	2019/20 R'000
Tangible assets		**2,978**	**1,629**
Machinery and equipment		2,978	1,629
Total		**2,978**	**1,629**

9. Unauthorised expenditure

9.1 Reconciliation of unauthorised expenditure

Opening balance	209,497	134,804
Prior period error	-	175
As restated	209,497	134,979
Unauthorised expenditure – discovered in current year (as restated)	-	74,518
Closing balance	**209,497**	**209,497**

Analysis of closing balance		
Unauthorised expenditure awaiting authorisation	209,497	209,497
Total	**209,497**	**209,497**

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9.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification

	2020/21	2019/20
	R'000	R'000
Current	209,497	209,497
Total	**209,497**	**209,497**

9.3 Analysis of unauthorised expenditure awaiting authorisation per type

Unauthorised expenditure relating to overspending of the vote or a main division within a vote	209,322	209,322
Unauthorised expenditure incurred not in accordance with the purpose of the vote or main division	175	175
Total	**209,497**	**209,497**

9.4 Prior period error

	Note	2019/20
		R'000
Nature of prior period error		
Relating to 2019/20 *[affecting the opening balance]*		175
Unauthorised expenditure identified during the audit process in the prior year		175
Total prior period errors		**175**

Unauthorised expenditure identified during the audit process.

10. Cash and cash equivalents

	2020/21	2019/20
Consolidated Paymaster General Account	2,574	-
Cash on hand	14	14
Total	**2,588**	**14**

11. Prepayments and advances

	Note	2020/21	2019/20
Advances paid (Not expensed)	11.1	127	127
Total		**127**	**127**

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11.1 Advances paid (Not expensed)

	Note	Balance as at 1 April 2020	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2021
	11	R'000	R'000	R'000	R'000	R'000
National departments		127	-	-	-	**127**
Total		**127**	**-**	**-**	**-**	**127**

	Note	Balance as at 1 April 2019	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2020
	11	R'000	R'000	R'000	R'000	R'000
National departments		127	-	-	-	**127**
Total		**127**	**-**	**-**	**-**	**127**

12. Receivables

		2020/21			2019/20		
		Current	Non-current	Total	Current	Non-current	Total
	Note	R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	12.1	2,073	-	2,073	2,242	-	2,242
Recoverable expenditure	12.2	21	542	563	-	542	542
Staff debt	12.3	153	598	751	340	732	1,072
Other receivables	12.4	-	423	423	-	423	423
Fruitless and wasteful expenditure	12.5	-	3,183	3,183	-	3,183	3,183
Total		**2,247**	**4,746**	**6,993**	**2,582**	**4,880**	**7,462**

During the 2020/21 financial year it was identified that a total of 78 students received both the department of the premier bursary and NSFAS study support. The total payments made towards these students amount to R6 553 451,00. An investigation is underway, in conjunction with NSFAS, to determine if there was any non-compliance with the department's policies and the bursary agreements. The outcome of this investigation will determine whether the department will need to recover these as part of receivables.

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12.1 Claims recoverable

	Note	2020/21	2019/20
	12	R'000	R'000
	Annexure 3		
Provincial departments		1,997	2,195
Public entities		76	47
Total		**2,073**	**2,242**

12.2 Recoverable expenditure (disallowance accounts)

	Note	2020/21	2019/20
Damaged vehicles	12	432	432
Disallowance fraud		110	110
Salary deduction disallowance		19	-
Salary – pension fund		2	-
Total		**563**	**542**

12.3 Staff debt

	2020/21	2019/20
Private telephone/ cell phone expenditure	21	21
Salary overpayment	631	657
Losses and damage	90	318
Subsistence and travel	9	76
Total	**751**	**1,072**

12.4 Other receivables

	Note	2020/21	2019/20
Suppliers	12	423	423
Total		**423**	**423**

12.5 Fruitless and wasteful expenditure

	Note	2020/21	2019/20
Opening balance	12	3,183	3,183
Less amounts recovered		-	(5)
Transfers from note 32 Fruitless and Wasteful Expenditure		-	5
Total		**3,183**	**3,183**

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12.6 Impairment of receivables

Estimate of impairment of receivables	3,890	653
Total	**3,890**	**653**

The impairment of receivables is determined through a process where the following elements regarding each individual debt, is considered:

- *recommendation by the State Attorney*
- *could be debtor be traced*
- *would it be economically recoverable*
- *age of debt*
- *ability of debtor to repay the debt*

13. Voted funds to be surrendered to the Revenue Fund

	Note	2020/21	2019/20
	12	R'000	R'000
Opening balance		11,012	-
Prior period error	13.1	-	175
As restated		11,012	175
Transfer from statement of financial performance		190,653	(63,681)
Add: Unauthorised expenditure for current year	9	-	74,518
Paid during the year		(10,837)	-
Closing balance		**190,828**	**11,012**

As agreed with the Provincial Treasury, R166 000 000.00 of the voted funds to be surrendered was surrendered to the provincial revenue fund in the 2020/21 financial year as part of the repayment of the unappropriated funds paid to the Department in prior years. (See Note 16 and 17 for details with regard to the unappropriated funds.)

13.1 Prior period error

	Note	2019/20
		R'000
Relating to 2019/20		
Due to unauthorised expenditure identified during the audit process	13	175
Total prior period errors		**175**

Due to unauthorised expenditure identified during the audit process in the prior year.

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14. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

	Note	2020/21 R'000	2019/20 R'000
Opening balance		842	1,853
Own revenue included in appropriation	2	5,075	4,157
Paid during the year		(5,311)	(5,168)
Closing balance		**606**	**842**

15. Bank Overdraft

Consolidated Paymaster General Account		-	13,287
Total		**-**	**13,287**

16. Payables – current

Clearing accounts	16.1	-	13
Other payables	16.2	21,690	37,538
Total		**21,690**	**37,551**

16.1 Clearing accounts

Salary: ACB recalls	16	-	12
Salary deduction disallowance		-	1
Total		**-**	**13**

16.2 Other payables

Amount paid to the Department in excess of the annual appropriation	16	21,690	37,538
Total		**21,690**	**37,538**

An amount of R15 861 000.00 of the current payables (see comparative figures) have been repaid to the provincial revenue fund during the 2020/21 financial year. The Department agreed with the Provincial Treasury to repay remainder in the 2021/22 financial year.

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17. Payables – non-current

	Note	2020/21 One to two years	2020/21 Two to three years	2020/21 More than three years	2020/21 Total	2019/20 Total
		R'000	R'000	R'000	R'000	R'000
Other payables	17.1	-	-	-	-	150,152
Total		**-**	**-**	**-**	**-**	**150,152**

17.1 Other payables

Description	Note	2020/21 R'000	2019/20 R'000
	17		
Amount paid to the Department in excess of the annual appropriation		-	150,152
Total		**-**	**150,152**

An amount of R150 152 000.00 of the non-current payables (see comparative figures) have been repaid to the provincial revenue fund during the 2020/21 financial year.

18. Net cash flow available from operating activities

	Note	2020/21 R'000	2019/20 R'000
Net surplus/(deficit) as per Statement of Financial Performance		192,523	(63,451)
Add back non cash/cash movements not deemed operating activities		(21,774)	10,920
(Increase)/decrease in receivables		335	426
(Increase)/decrease in prepayments and advances		-	49
Increase/(decrease) in payables – current		(15,861)	8,901
Proceeds from sale of capital assets		-	(6)
Expenditure on capital assets		4,825	2,561
Surrenders to Revenue Fund		(16,148)	(5,168)
Own revenue included in appropriation		5,075	4,157
Net cash flow generated by operating activities		**170,749**	**(52,531)**

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

	Note	2020/21 R'000	2019/20 R'000
Consolidated Paymaster General account		2,574	(13,287)
Cash on hand		14	14
Total		**2,588**	**(13,273)**

20. Contingent liabilities and contingent assets

20.1 Contingent liabilities

Liable to	**Nature**			
Claims against the department		*Annexure 2A*	1,436	270
Intergovernmental payables (unconfirmed balances)		*Annexure 4*	386	4,685
Total			**1,822**	**4,955**

The Labour Appeal Court (LAC) declared the salary increases for the 2020/2021 financial year unlawful and invalid. The LAC ruling has been appealed and referred to the Constitutional Court. The ruling by the Constitutional Court will confirm if the department will be obligated to pay the salary increases in dispute.

21. Capital commitments

	Note	2020/21 R'000	2019/20 R'000
Machinery and equipment		698	259
Software		642	984
Total		**1,340**	**1,243**

None of the above commitments is for a period longer than a year.

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22. Accruals and payables not recognised

22.1 Accruals

Listed by economic classification

	30 Days	30+ Days	Total	Total
Goods and services	2,888	221	3,109	9,987
Capital assets	93	-	93	-
Total	**2,981**	**221**	**3,202**	**9,987**

Listed by programme level	*Note*	2020/21 R'000	2019/20 R'000
Administration		1,021	2,879
Institutional Development		2,086	4,769
Policy and Governance		91	2,319
Monitoring and Evaluation		4	20
Total		**3,202**	**9,987**

1. The comparative figure has been restated due to an audit finding in the prior year.
2. The accruals regarding bursaries cannot be calculated at this stage.

22.2 Payables not recognised

Listed by economic classification

	30 Days	30+ Days	Total	Total
Goods and services	883	2,932	3,815	408
Total	**883**	**2,932**	**3,815**	**408**

Listed by programme level	*Note*	2020/21 R'000	2019/20 R'000
Administration		681	392
Institutional Development		3,134	16
Total		**3,815**	**408**

	Note	2020/21 R'000	2019/20 R'000
Included in the above totals are the following:			
Confirmed balances with other departments	*Annexure 4*	222	380
Confirmed balances with other government entities	*Annexure 4*	650	-
Total		**872**	**380**

1. Going concern

- *The annual financial statements have been prepared based on accounting policies applicable to a going concern. The department's current financial health indicates*

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that an uncertainty exists that the department may not be able to realise its assets and discharge its liabilities.

- *Amounts payable over the next three years, excluding “compensation of employees” and "transfers and subsidies" indicates that the department’s future expenditure may exceed its revenue. Currently the total liabilities of the department exceed its total assets by about 14%.*
- *The department did not spend its entire appropriation, which usually leads to a reduced annual appropriation in future.*
- *Management has considered the possible impact of Covid-19 on the department and is confident that it will not affect the department, as expenditure relating to that is appropriated by the Provincial Treasury specifically for that.*
- *Management has however reviewed the department’s cash flow forecast for the year until 31 March 2022 and in the light of this review and the current financial position, management is satisfied that the department has, or has access to, adequate resources to continue in operational existence for the foreseeable future.*

2. The payables not recognised regarding bursaries cannot be calculated at this stage.

23. Employee benefits

Leave entitlement	25,228	20,308
Service bonus	7,218	7,465
Performance awards	1,522	2,284
Capped leave	3,193	3,804
Other	225	76
Total	**37,386**	**33,937**

1. *At this stage the department is not able to reliably measure the long-term portion of the long service awards.*
2. *The figure reported for leave entitlement includes negative balances for some employees, due to them already utilised their annual leave they are entitled to for 2021, while the disclosure only reflects the pro-rata leave days accrued until 31 March 2021. The total value of the 23.76 negative leave days amount to R47 145.56.*

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24. Lease commitments

24.1 Operating leases

2020/21	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	1,536	1,536
Later than 1 year and not later than 5 years	-	-	-	2,637	2,637
Total lease commitments	**-**	**-**	**-**	**4,173**	**4,173**

2019/20	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	650	650
Later than 1 year and not later than 5 years	-	-	-	267	267
Total lease commitments	**-**	**-**	**-**	**917**	**917**

1. The Department has entered into a lease agreement with the Free State Government Motor Transport for the provision of vehicles. A total number of 32 vehicles are leased by the Department at year-end. In the current year, all leases are being treated as operating leases in terms of an exemption granted by the National Treasury.

2. The Department leased 19 cell phone and 3G cards on a month-to-month basis after the lease period has expired, in which cases the leases were reclassified as operating leases.

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24.2 Finance leases

2020/21	**Specialised military equipment**	**Land**	**Buildings and other fixed structures**	**Machinery and equipment**	**Total**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**
Not later than 1 year	-	-	-	6,139	6,139
Later than 1 year and not later than 5 years	-	-	-	2,212	2,212
Total lease commitments	**-**	**-**	**-**	**8,351**	**8,351**

2019/20	**Specialised military equipment**	**Land**	**Buildings and other fixed structures**	**Machinery and equipment**	**Total**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**
Not later than 1 year	-	-	-	5,162	5,162
Later than 1 year and not later than 5 years	-	-	-	5,292	5,292
Total lease commitments	**-**	**-**	**-**	**10,454**	**10,454**

1. *The Department has entered into lease agreements with suppliers for the provision of photocopier equipment and cell phone and 3G card services. A total number of 56 photo copiers and 287 cell phones and 3G cards are leased by the Department at year-end.*
2. *Cell phones and 3G cards are leases over a two-year period in terms of a transversal contract arranged by the National Treasury. Leases are renewed every two years depending on the needs of the Department.*
3. *Photo copier equipment is leased over a three-year period in terms of a transversal contract arranged by the Provincial Treasury, after which the equipment is returned to the supplier.*

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25. Accrued departmental revenue

	Note	2020/21 R'000	2019/20 R'000
Sales of goods and services other than capital assets	25.1	63	-
Total		**63**	**-**

25.1 Analysis of accrued departmental revenue

	Note	2020/21 R'000	2019/20 R'000
Opening balance	25	-	16
Less: amounts received		(1,159)	(1,019)
Add: amounts recorded		1,222	1,003
Closing balance		**63**	**-**

26. Irregular expenditure

26.1 Reconciliation of irregular expenditure

	2020/21 R'000	2019/20 R'000
Opening balance	298,743	257,556
Add: Irregular expenditure – relating to current year	6,570	41,187
Closing balance	**305,313**	**298,743**

Analysis of closing balance

	2020/21 R'000	2019/20 R'000
Current year	6,570	41,187
Prior years	298,743	257,556
Total	**305,313**	**298,743**

26.2 Details of current and prior year irregular expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2020/21 R'000
Procurement process of inviting at least three quotes not followed	Under investigation	303
Unable to confirm the occurrence of expenditure	Under investigation	218
Non-compliance regarding procurement	Under investigation	6,049
Total		**6,570**

The full extent of irregular expenditure could not yet be quantified as the full population was not reviewed and will be investigated during the next financial year, to determine the full extent thereof.

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27. Fruitless and wasteful expenditure

27.1 Reconciliation of fruitless and wasteful expenditure

	Note	2020/21	2019/20
		R'000	R'000
Opening balance		25,030	18,813
Fruitless and wasteful expenditure – relating to current year		24	6,227
Less: Amounts recoverable	12.5	-	(5)
Less: Amounts written off		-	(5)
Closing balance		**25,054**	**25,030**

27.2 Details of current and prior year fruitless and wasteful expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2020/21 R'000
Meeting cancelled	Under investigation	5
Difference between payment and invoice amount	Under investigation	19
Total		**24**

The degrees obtained by South-African medical students in China was not accredited in South Africa. These students had to be transferred to Russia to re-do some of their years of study. This may constitute fruitless and wasteful expenditure that is currently under investigation.

27.3 Prior period error

	Note	2019/20
		R'000
Relating to 2019/20		**3,780**
Additional fruitless expenditure identified		3,780
Total prior period errors		**3,780**

The outcome of investigations done by the Department showed that the prior year figures were understated with R1,248 million. Further fruitless expenditure amounting to R2.532 million was identified during the audit process.

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28. Key management personnel

	No. of Individuals	2020/21 R'000	2019/20 R'000
Political office bearers (provide detail below)	1	2,260	2,364
Officials:			
Level 15 to 16	8	13,926	13,123
Level 14	16	17,866	18,573
Total		**34,052**	**34,060**

Officials on salary level 14 and higher represent executive management in the department and those officials provides strategic direction in the department and therefore having the authority and responsibility for planning, directing and controlling the activities of the department.

29. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	**20,889**		**1,940**	**-**	**22,843**
Computer equipment	13,555	203	1,785	-	15,543
Furniture and office equipment	5,804	34	30	-	5,868
Other machinery and equipment	1,407	(100)	125	-	1,432
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**20,766**	**137**	**1,940**	**-**	**22,843**

Due to an audit finding the value of movable tangible assets have been adjusted to align the figures with those of the asset register.

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29.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Cash	Non-cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	**4,825**	**-**	**(2,978)**	**93**	**1,940**
Computer equipment	1,692	-	-	93	1,785
Furniture and office equipment	30	-	-	-	30
Other machinery and equipment	3,103	-	(2,978)	-	125
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	**4,825**	**-**	**(2,978)**	**93**	**1,940**

29.2 Movement for 2019/20

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	**20,238**	**-**	**932**	**281**	**20,889**
Computer equipment	13,020	(7)	649	107	13,555
Furniture and office equipment	5,768	(17)	59	6	5,804
Other machinery and equipment	1,450	(99)	224	168	1,407
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**20,238**	**(123)**	**932**	**281**	**20,766**

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29.2.1 Prior period error

	Note	2019/20 R'000
Nature of prior period error		
Relating to 2019/20 *[affecting the opening balance]*		**(123)**
Figures aligned with asset register		(123)
Total prior period errors		**(123)**

Due to an audit finding the value of movable tangible assets have been adjusted to align the figures with those of the asset register.

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29.3 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2021

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	641	33	7,987	-	8,661
Additions	-	-	-	99	-	99
TOTAL MINOR ASSETS	**-**	**641**	**33**	**8,086**	**-**	**8,760**

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	37	1 117	-	1 154
Number of minor assets at cost	-	198	20	5 583	-	5 801
TOTAL NUMBER OF MINOR ASSETS	**-**	**198**	**57**	**6 700**	**-**	**6 955**

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	641	33	7,898	-	8,572
Additions	-	-	-	154	-	154
Disposals	-	-	-	65	-	65
TOTAL MINOR ASSETS	**-**	**641**	**33**	**7,987**	**-**	**8,661**

Number of R1 minor assets	-	-	37	1 117	-	1 154
Number of minor assets at cost	-	198	20	5 545	-	5 763
TOTAL NUMBER OF MINOR ASSETS	**-**	**198**	**57**	**6 662**	**-**	**6 917**

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29.4 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	-	59	-	59
TOTAL MOVABLE ASSETS WRITTEN OFF	**-**	**-**	**-**	**59**	**-**	**59**

30. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	2,089	-	-	-	2,089
TOTAL INTANGIBLE CAPITAL ASSETS	**2,089**	**-**	**-**	**-**	**2,089**

30.1 Movement for 2019/20

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	2,089	-	-	-	2,089
TOTAL INTANGIBLE CAPITAL ASSETS	**2,089**	**-**	**-**	**-**	**2,089**

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31. Prior period errors

31.1 Correction of prior period errors

Assets	*Note*	**Amount before error correction**	**Prior period error**	**Restated Amount**
		2019/20	**2019/20**	**2019/20**
		R'000	**R'000**	**R'000**
Unauthorised expenditure	*9*	134,804	175	134,979
Movable tangible assets	*29*			
Computer equipment		13,562	(7)	13,555
Furniture and office equipment		5,821	(16)	5,805
Other machinery and equipment		1,506	(100)	1,406
Net effect		**155,693**	**52**	**155,745**

1. *Unauthorised expenditure identified during the audit process in the prior year.*
2. *Due to an audit finding the value of movable tangible assets have been adjusted to align the figures with those of the asset register.*

Liabilities	*Note*	**Amount before error correction**	**Prior period error**	**Restated Amount**
		2019/20	**2019/20**	**2019/20**
		R'000	**R'000**	**R'000**
Voted fund to be surrendered	*13*	10,837	175	11,012
Accruals and payables not recognised:				
Accruals	*22*			9,987
		442	9,545	
Net effect		**11,279**	**9,720**	**20,999**

1. *The comparative figure with regard to accruals has been restated due to an audit finding in the prior year*
2. *The comparative figure with regard to Voted funds to be surrendered has been restated due to an increase of unauthorised expenditure in prior years*

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Other	*Note*	**Amount before error correction**	**Prior period error**	**Restated Amount**
		2019/20	**2019/20**	**2019/20**
		R'000	**R'000**	**R'000**
Fruitless expenditure	*27*	2,447	3,780	6,227
Net effect		**2,447**	**3,780**	**6,227**

1. *The outcome of investigations done by the Department showed that the prior year figures were understated with R1,248 million.*
2. *Further fruitless expenditure amounting to R2.532 million was identified during the audit process.*

32. Broad Based Black Economic Empowerment Performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

33. COVID-19 Response Expenditure

	Note	**2020/21**	**2019/20**
	Annexure 6	**R'000**	**R'000**
Goods and services		6,469	-
Transfers and subsidies		921	-
Total		**7,390**	**-**

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 1A
STATEMENT OF TRANSFERS TO HIGHER EDUCATION INSTITUTIONS

NAME OF HIGHER EDUCATION INSTITUTION	TRANSFER ALLOCATION				TRANSFER			2019/20
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	Amount Not Transferred	% of Available Funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000
Central University of Technology – Innovation hub	5,000	-	-	5,000	5,000	-	100.0	-
TOTAL	**5,000**	**-**	**-**	**5,000**	**5,000**	**-**	**100.0**	**-**

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ANNEXURE 1B
STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2019/20
	Adjusted Appropriation Act	Roll overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Employer social benefits (leave gratuity)	1,750	-	(116)	1,634	1,451	88.8	1,165
Donations and gifts	-	-	1,286	1,286	1,257	97.7	172
Bursaries paid to non-employees	305,843	-	-	305,843	145,888	47.7	303,134
TOTAL	**307,593**	**-**	**1,170**	**308,763**	**148,596**	**48.1**	**304,471**

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ANNEXURE 1C
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2020/21 R'000	2019/20 R'000
Received in kind			
Provincial Treasury	Covid-19 personal protective equipment	3,027	-
TOTAL		**3,027**	**-**

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ANNEXURE 1D
STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	Purpose	Opening Balance	Revenue	Expenditur e	Paid Back on/ by 31 March 2021	Closing Balance
		R'000	R'000	R'000	R'000	R'000
Received in cash						
CATHSSETA	Skills development	4	-	-	-	4
CHIETA	Skills development	232	288	(260)	-	260
Construction Apprentices	Skills development	(2,098)	2,169	(2 211)	-	(2 140)
Construction Learnerships	Skills development	121	-	-	-	121
LG CETA	Skills development	18	-	-	-	18
MERSETA Artisans	Skills development	270	2,975	(157)	-	3 088
MERSETA Internships	Skills development	375	-	(145)	-	230
MERSETA Learnerships	Skills development	106	-	(72)	-	34
MERSETA Short skills	Skills development	-	91	-	-	91
MICTSETA	Skills development	366	-	-	-	366
No project	Skills development	1,591	-	-	-	1 591
PSETA	Skills development	(366)	-	-	-	(366)
TETA Apprenticeships	Skills development	996	-	(239)	-	757
TETA Learnerships	Skills development	1,047	-	(83)	-	964
TETA Rail	Skills development	(163)	-	(468)	-	(631)
TETA Short Skills	Skills development	(400)	-	(155)	-	(555)
TETA SMME	Skills development	(372)	-	-	-	(372)

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TETA Bursaries	Skills development	-	255	(118)	-	137
TOTAL		**1,727**	**5,778**	**(3,908)**	**-**	**3,597**

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ANNEXURE 2A
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2021

NATURE OF LIABILITY	Opening Balance 1 April 2020	Liabilities Incurred During the Year	Liabilities Paid/Cancelled / Reduced During the Year	Liabilities Recoverable	Closing Balance 31 March 2021
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Appeal: Moipone Moroka/Premier and others (Case No. 5604/2018 & 985/2020)	270	-	-	-	270
Labour matter: JA Botes	-	1,166	-	-	1,166
TOTAL	**270**	**1,166**	**-**	**-**	**1,436**

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 3
CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed Balance Outstanding		Unconfirmed Balance Outstanding		Total	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Agriculture	22	76	-	-	22	76
Cooperative Governance and Traditional Affairs	-	59	-	-	-	59
Economic, Small Business Development, Tourism and Environmental Affairs	1	246	-	-	1	246
Education	105	71	-	-	105	71
Health	1,659	933	-	50	1,659	983
Human Settlements	54	64	-	-	54	64
Police, Roads and Transport	117	461	-	-	117	461
Social Development	-	235	-	-	-	235
Sport, Arts, Culture and Recreation	39	-	-	-	39	-
Subtotal	**1,997**	**2,145**	**-**	**50**	**1,997**	**2,195**
Other Government Entities						
Free State Gambling and Liquor Authority	-	-	28	-	28	-
Free State Legislature	-	-	2	-	2	-
Free State Development Corporation	-	-	46	47	46	47
Subtotal	**-**	**-**	**76**	**47**	**76**	**47**
TOTAL	**1,997**	**2,145**	**76**	**97**	**2,073**	**2,242**

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ANNEXURE 4
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed Balance Outstanding		Unconfirmed Balance Outstanding		Total	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
NATIONAL DEPARTMENTS						
Current						
Justice and Constitutional Service	222	-	386	-	608	-
Subtotal	**222**	**-**	**386**	**-**	**608**	**-**
TOTAL	**222**	**-**	**386**	**-**	**608**	**-**
OTHER GOVERNMENT ENTITY						
Current						
Fleet Management	650	380	-	-	650	380
Free State development Corporation	-	-	-	4,685	-	4,685
Subtotal	**650**	**380**	**-**	**-**	**650**	**5,065**
TOTAL INTERGOVERNMENT PAYABLES	**872**	**380**	**386**	**4,685**	**1,258**	**5,065**

The unconfirmed balance relates to legal costs incurred by other departments and should be paid by them.

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ANNUAL REPORT 2020/2021

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