

**Department of Economic,
Small Business Development,
Tourism and Environmental Affairs
DESTEA
Vote No. 3**

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PART A: GENERAL INFORMATION



destea

department of
economic, small business development,
tourism and environmental affairs
FREE STATE PROVINCE

VOTE NO. 3

1. GENERAL INFORMATION

Department	Department of Economic, Small Business Development, Tourism and Environmental Affairs
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2. LIST OF ABBREVIATIONS

Acronyms	Description
AIDS	Acquired Immune Deficiency Syndrome
AMKPI	Asset Management Key Performance Indicator
APP	Annual Performance Plan
AQMP	Air Quality Management Plan
BAS	Basic Accounting System
BBBEE	Broad Based Black Economic Empowerment
CCCU	Central Communication Coordinating Unit
DCC	Departmental Consultative Committee
DESTEa	Department of Economic, Small Business Development, Tourism and Environmental Affairs
DM	District Municipality
DMP	Demand Management Plan
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EHWP	Employee Health and Wellness Programme
EMC	Environmental Management Committee
EPWP	Expanded Public Works Programme
ETEYA	Emerging Tourism Entrepreneur of the Year Awards
EXCO	Executive Council
FDC	Free State Development Corporation
FS	Free State

FSGDS	Free State Growth and Development Strategy
GDP	Gross Domestic Product
GIAMA	Government Immovable Asset Management Act
HIV	Human Immune Deficiency Virus
HOD	Head of Department
HR	Human Resource
ICT	Information Communication Technology
IDP	Integrated Development Plan
IEMFFS	Integrated Environmental Management Framework of Free State
IT	Information Technology
IWMP	Integrated Waste Management Plan
LED	Local Economic Development
MEC	Member of the Executive Council
MSP	Master Systems Plan
MTSF	Medium-Term Strategic Framework
MTEF	Medium-Term Expenditure Framework
NEMA	National Environmental Management Act
NSSD	National Strategy on Sustainable Development
PAs	Protected Area
PP	Procurement Plan
PMDS	Performance Management Development System
PFMA	Public Finance Management Act
PGDS	Provincial Growth and Development Strategy
PMG	Pay Master General
PSBAC	Provincial Small Business Advisory Council
RIDS	Regional Industrial Development Strategy
SDIP	Service Delivery Improvement Plan
SITA	State Information Technology Agency
SMME	Small, Medium and Micro Enterprise
SMS	Senior Management Services
SRI	Social Responsibility Initiative
Stats SA	Statistics South Africa
The DTI	Department of Trade and Industry
UAMP	User Asset Management Plan
VCCT	Voluntary and Confidential Counselling and Testing
WIS	Waste Information System

3. FOREWORD BY THE MEC



The responsibility of tabling the Annual report to the Free State Legislature and the people of the Free State always evokes a deep sense of accountability within us the public representatives and the public servants alike. This report will reflect not only on the commitments we made during the tabling of the policy statement for the period under review but will also outline the challenges we encountered in the execution of our mandate.

It is our strongly held view that our individual and collective efforts in the Department, as indicated in the following pages of this annual report as well as the accompanying Auditor General's Report have gone a long way towards the execution of our mandate to "To improve the socio-economic livelihoods of Free State communities through economic, small business, tourism and environmental development programmes."

Our programmes for 2013/14 financial year were aimed, among others, at ensuring Radical Socio Economic Transformation in order to create more jobs and decent work for sustainable livelihoods. This report will give account on how we fared towards championing economic development in this province and the development of sound policies and implementation of effecting interventions to deal with the triple challenges of poverty, unemployment and inequality.

More than ever before, we are satisfied that our communication interventions during this period have reached the intended targeted stakeholders making up 70% of the economically active population of the Free State. All the programmes and the 34 budget injunctions were aimed comprehensively at;

- A sustainable inclusive economic growth rate for the Free State;
- Much higher levels of employment creation and
- A more rapid reduction of inequality, including de-racialization of the economy.

In the execution of President Jacob Zuma's directive to prioritise support to small business, as well as township and informal sector businesses in particular, we introduced and implemented the Micro Support Programme which was aimed at eliminating the red tape and ease the entrance of these township businesses into the economic safety net. This Programme has given hope to thousands of Free State businesses that would ordinarily remain on the fringes of economic and job creation activities in the Free State. Many of these businesses which would feed only one family have given hope to many more by supporting at least 3 more families since its inception.

Taking yet another step towards reduction of inequality including the de-racialization of the economy, we introduced local industrialization programme which gives impetus to the industrial Policy Action Plan (IPAP) which promotes the development of industries as a means to grow the economy and create more job opportunities. This programme involves revitalization and revival of industrial development in the Free State. The communities of Botshabelo and Phuthaditjhaba have already benefited from this programme.

Our programmes further gave expression to the commitment to ensure that service delivery is energized and all sectors of government work together to ensure that Together we Move the Free State Forward.

To that end, we hosted a 3 day gathering aimed at aligning all segments of business in one core Free State Value Chain. Our efforts were and still remains to associate, partner and support all business segments from Small Medium and Macro Enterprises, Micro Enterprises, Co-operatives and big Businesses.

During this engagement, we gave the business sector the opportunity to tell this government what they would like to see happening in order to improve their situation. This intervention was yet another step towards ensuring that by 2030 the Free State shall have a resilient, thriving and competitive economy that is inclusive, with immense prospects of human development anchored on the principles of unity, dignity, diversity, equality and prosperity for all.

In our resolve to ensure harmonious coexistence amongst foreign as well as local traders, we held a dialogue between the stakeholders to provide a platform for discussion of issues affecting involved parties and resolving them amicably. We are happy that as a way forward, a task team comprising of all stakeholders, private and government was formed to deal with any issues or matters that might need attention.

During the reporting period, our emphasis remained to improve domestic tourism as one aspect of economic activity in an effort to improve tourism's contribution towards economy of the province hence the refurbishment of state owned resort and reserves to make sure that they are on par with similar facilities owned and managed by private entrepreneurs and to enable them to attract more visitors from inside and outside the province. The marketing of these facilities however deserve added attention if government is to receive value for money from the attention they received to date.

Our environmental management responsibility centres on formulating, coordinating and monitoring the implementation of environmental policies, programmes and legislation. Through this mandate we are providing a prosperous and a healthy society living in harmony with our natural resources. The challenge in this regard remains how we create job opportunities while preserving the environment around which development is taking place. Despite the inherent conflict between economic development and sustainable development, every care is given in receipt and assessment of all applications.

We remain indebted to the staff and management of the Department for the improved audit outcomes for the 2014/15 financial year. The achievement of unqualified report despite the high vacancy rate is a motivation for us to do better in the future. The filling of key senior positions both in Economic Development and Environmental Affairs branches during this financial year has gone a long way in stabilizing the operations of the Department and we hope we will form a firm foundation towards a better department in the future. The department has also made significant improvement in the recruitment of females in senior positions with 39% of those positions filled by women.

We also wish to thank the Portfolio Committee on Economic Development, Small Business, Tourism and Environmental Affairs and Portfolio Committee on Public Accounts and Finance for their instance on quality service to the people of the Free State coupled with good governance and accountability.

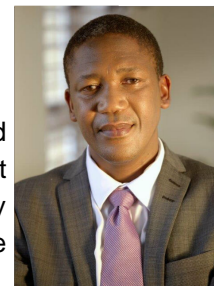


MS Mashinini
MEC of the Department of Economic, Small Business Development, Tourism and
Environmental Affairs
29 May 2015

4. REPORT OF THE ACCOUNTING OFFICER

4.1 Overview of the operations of the department

The objective of the Department of Economic, Small Business Development, Tourism and Environmental Affairs is to facilitate Economic Growth and Development through development and promotion of tourism, environmental management in all relevant sectors of the Economy which are in line with the priorities of the National Development Plan and the Free State Growth and Development Strategy.



During the period under review, the department focused on the achievement of the following strategic goals:

1. To stimulate integrated sustainable and economic development within the province
2. To ensure sustainable environmental conservation in the Province
3. Efficient and effective business processes in the department

The department continued to search for innovative ways to work effectively and efficiently to ensure achievement of the strategic goals as indicated above. In implementing some of the programmes, the department partnered with strategic stakeholders such as institutions of higher learning, municipalities, other government department as well as the private sector. The collaborative effort has strengthened the impact of the department's services to the people of the province.

The department further focussed on filling of critical vacancies within the Economic Development Branch. The department expanded on its mandate during the financial year, with a specific focus on Small Business development, henceforth the department will be known as the Department of Small Business, Economic Development, tourism and environmental affairs (DESTEa).

4.2 Financial overview

The audited Annual Financial Statements set out on pages 128 to 255 have been approved by the Accounting Officer.

Departmental receipts

The Departmental revenue collection for the previous financial year (2013/14) as well as the year under review (2014/15) is indicated on the audited financial Statements set out on pages 184 - 186.

Sales of Goods & Services

Revenue from fishing licenses, entrance fees and private accommodation was over-estimated and has been compounded by the continued closure of Seekoevlei nature Resort due to unavailability of water supply to the renovated chalets. These chalets were not maintained and they were in a very bad state before the process to renovate them started. Maria Moroka Resort was only opened towards the end of the fourth quarter and this resulted in lost revenue from the delayed opening.

Soetdoring nature Resort, which was one of the major sources of revenue for fishing and camping fees, has been closed for renovations and this has had a negative impact on actual revenue collection. This resort is popular with anglers but there are no ablution facilities and this resulted in the dam water being contaminated, which led to a high mortality rate of aquatic life and a bad stench of rotten which was unpleasant for the visitors.

There has been a decline in revenue from entrance fees for the past three financial years due to the closure of Sandveld Resort day visitor facilities and this resort was one of the biggest revenue generators of entrance fees.

The Department had a successful game auction, from which R13, 4m was raised; as well as an extra R2, 2m from sales of game in the form of butchery meat to the public.

Legal Prescripts Impacting on Revenue

Revenue tariffs are reviewed annually by the Department and approved by Treasury for implementation. Some tariffs are; however, regulated by the Free State Nature Conservation Ordinance 8 of 1969, Game theft Act 105 of 1991, Biodiversity Act, Threatened and Protected Species Regulations (TOPS).

These different forms of legislation prescribe minimum requirements for transport, capture and hunting of game; amongst others.

The Minister of Water and Environmental Affairs has gazetted the fees payable for consideration & processing of application fees for environmental authorisations (applications for amendment of environmental authorizations in terms of NEMA and applications for the transfer and renewal of waste management licenses in terms of NEMWA). The fee regulations make it a legal requirement to pay an application fee when lodging an application for an environmental authorisation or waste management license, an amendment of an environmental authorisation as well as the transfer or renewal of a waste management license. It applies to all applications for environmental authorisation in terms of NEMA and in terms of NEMWA. Fees are charged per application for environmental authorisation and not per listed or specified activity.

The fees are not applicable to appeals lodged in terms of section 24G rectifications of unlawful commencement applications or any applications for exemption.

The introduction of these fees has provided an extra revenue stream, although it is still early to determine the impact on revenue.

Fines

There has been a less than expected collection of revenue from domestic fines due to the fact that it is difficult to correctly estimate this revenue because it is dependent on people/organizations that do not comply with Section 24G the National Environmental Management Act, 107 of 1998 (NEMA). This legislation provides the Department with powers to issue fines to companies and organizations that do not comply to applicable environmental authorizations before commencing with development/construction.

Sale of Capital Assets

The Department had a successful game auction, from which R13, 4m was raised; plus an extra R2, 2m from sales of game in the form of butchery meat to the public. This process continues to be one of the major contributors to revenue collection, which is currently 16% of total Departmental revenue collection.

Financial Transaction in Assets and Liabilities

The Department has reviewed the rental agreement with the contractor that was appointed to manage Phillip Saunders resort and this resulted in only 67% of the rent for 2014/15 being paid. The outstanding rent for the previous two financial years remains unpaid and the debtor has made a commitment to repay it.

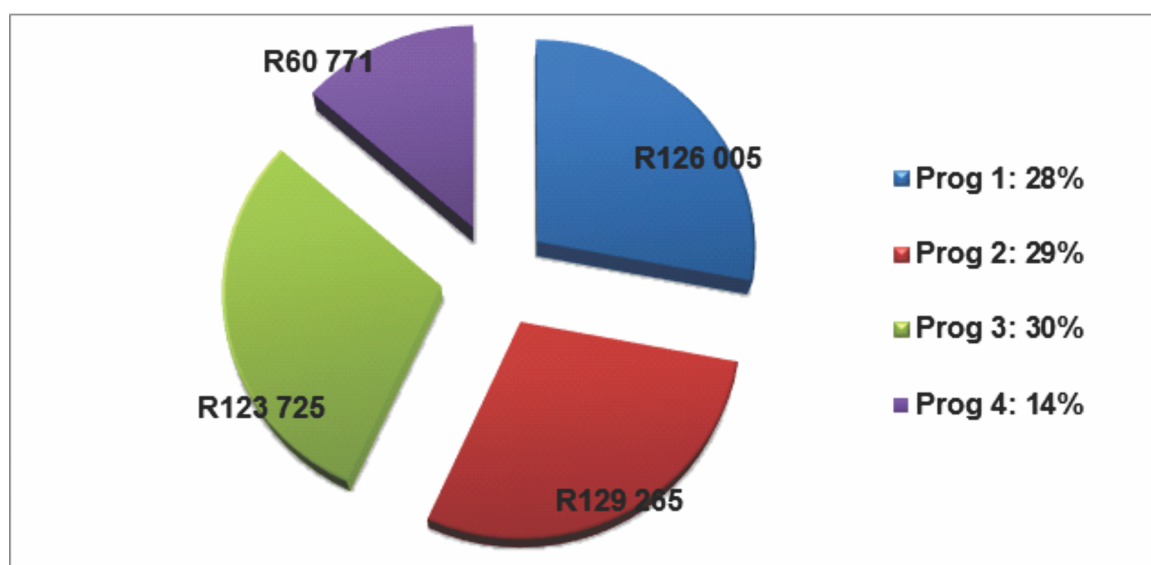
The Department referred one case of a debtor worth more than R1m to the office of the State Attorney for legal action and this matter remains unresolved, although the debtor has made an undertaking to settle the debt in instalments but has not complied with that commitment.

The Departmental expenditure for the previous financial year (2013/14) as well as the year under review (2014/15) is displayed in the table below.

Programme Expenditure

Programme Name	2014/2015			2013/2014		
	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
Administration	126 005	123 726	2 279	129 696	127 005	2 691
Environmental Affairs	129 266	125 390	3 876	140 767	136 426	4 341
Economic Development	125 726	120 851	2 874	118 469	117 784	685
Tourism	60 771	59 805	966	51 264	51 139	125
Total	439 767	429 772	9 995	440 196	432 354	7 842

PERCENTAGE SHARE



TRANSFERS TO ENTITIES

Name of entity	Budget 2013/14 (R'000)	Budget 2014/15 (R'000)
Free State Gambling and Liquor Authority	51 309	50 870
Free State Tourism Authority	41 864	50 364
Free State Development Corporation	22 545	1 200
Total	115 718	102 434

VIREMENTS

Shifting of funds between programmes were duly authorised by Provincial Treasury.
 The following virements were approved:

PROGRAMMES		ECONOMIC CLASSIFICATION		AMOUNT
FROM	TO	FROM	TO	
Programme 1	Programme 3	Goods and Services	Goods and Services	R2 000 000
Programme 1	Programme 1	Good and Services	Machinery and Equipment	R838 000
Programme 2	Programme 2	Goods and Services	Machinery and Equipment	R173 000
		Building and Other fixed structures	Compensation of employees	R2 485 000
Programme 3	Programme 2	Goods and Services	Infrastructure	R3 000 000
	Programme 3	Goods and Services	Machinery and Equipment	R110 000

OTHER ADJUSTMENTS

Environmental Affairs

Compensation of Employees

6 (six) officials were transferred from Gariep State Fish Hatchery to the Department of Agriculture at a cost of R3 475 000.00 from November 2014 to March 2015.

ADDITIONAL FUNDING FROM EXTERNAL SOURCES

1. CATHSSETA funding for the implementation of Skills Programme for SMMEs and Cooperatives: R9 828 567.00.
2. CATHSSETA Nature Conservation Resource Guardianship Learnership: R378 000.00.

ROLLOVERS

The following Roll-over amounts were approved:

- Equitable Share for Infrastructure: R3 039
- Revenue Enhancement Allocation: R2 619

SUPPLY CHAIN MANAGEMENT

1. The department is making strides in capacity building within the area of Supply chain.
2. More experienced people were appointed to ensure compliance with Supply chain management prescripts.
3. The current shortcomings in the implementation of the Supply Chain Management Policy are constantly addressed. The department does have systems in place for SCM processes and systems to prevent irregular expenditure namely, transaction checklists, transaction templates, monthly monitoring of transactions as well as monthly reconciliations.

GIFTS AND DONATIONS RECEIVED IN KIND FROM NON RELATED PARTIES

The department received a Property Grant Award from the U.S Department of State.

PURPOSE/SCOPE OF AWARD

The United States Department of State made an award of permanent donation with a fair market value of USD \$4,700.00 (R 52 000-00) to the Department for the purpose of supporting the department's efforts to combat poaching and illegal wildlife trafficking. The award was entered into between the United States of America, acting through the Grants Officer in the INL Bureau of the State Department Washington DC and Free State Department of Economic Development, Tourism and Environmental Affairs, whose office is located at 98 Zastron Street, Bloemfontein, South Africa.

Detailed list of property

Item	Quantity	Unit Cost	Total
4x4 Trailer	1	\$4,700.00	\$4,700.00

OTHER

ASSET MANAGEMENT

By the end of financial 2014/2015, the status of asset management in the Department had improved significantly. The following Asset management processes were in place and were:

- Asset Verification implemented:
- Room Asset-lists
- Bar-coding of departmental assets
- Completeness of AR
- Paper trails for all asset-related transactions

Disposals:

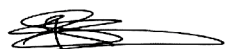
1. All the 2013/2014 outstanding disposals were finalised and income generated as follows:
 - Transport assets: Disposal income: R49 005.00
 - Other assets: Disposal income: R9 688.769
2. For the year 2014/2015 disposals were identified and documented by Departmental Disposal Committee. The disposal process will be finalised during the 2015/2016 financial year.
3. All prior year Auditor General's findings were corrected in the accounting records (adjustments to opening balances).

PERSONNEL MATTERS

1. Subsequent to a Provincial EXCO Resolution, Gariep Fish Hatchery was transferred to the Department of Agriculture and Rural Development. As a result, six officials were transferred to the said department. On the 31 January 2015, a long service award ceremony was held to recognise 74 employees who completed 10, 20 and 30 years of continuous service in the Public Service. Furthermore, the department initiated a learnership programme in Conservation Resource Guardianship for 22 employees as a way of empowering officials on lower levels.
2. In responding to the government strategic plan with regard to HIV, STI and TB, the department conducted HIV Testing and Counselling (HCT) and Health Risk Assessments (HRA) during 2014/15 financial year. Through these initiatives, the infected officials are enrolled in the Disease Management Programme (DMP) and continuously receive care, treatment and support.

1.3. CONCLUSION

I thank the Executive Council of the Province for the leadership; the MEC for strategic guidance and support, Senior Management of the department, the staff in general for the support and dedication to serve.



Mogokare Seleke
Accounting Officer

Department of Economic, Small Business Development, Tourism and
Environmental Affairs
29 May 2015

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 2015.

Yours faithfully



Mogokare Seleke
Accounting Officer
Department of Economic, Small Business Development, Tourism and Environmental Affairs

6. STRATEGIC OVERVIEW

6.1.Vision

The Department of Economic Development Tourism and Environmental Affairs has adopted the following vision:

A prosperous Free State that enhances the quality of life through integrated and sustainable economic growth

6.2.Mission

The Department adopted the following Mission:

To provide sound economic and environmental management systems that ensures economic development and poverty reduction in the Free State.

6.3.Values

The following are DESTEA's shared values, as set out in the 2010/15 Strategic Plan:

Batho Pele	Putting People First
Learning and Innovation	Encourages recognition of new information and techniques by instilling a culture of learning and innovation.
Professionalism	All personnel should act professionally at all times when delivering services.
Team work	Encourages team work to accomplish its mandates more effectively.
Trustworthiness	Creates a high level of trust among working groups and individuals.
Integrity	All personnel should hold a sense of justice and fairness towards others and clients.
Honesty	Personnel are always to provide accurate and full feedback to their colleagues, managers and clients.

7. LEGISLATIVE AND OTHER MANDATES

7.1. CONSTITUTIONAL MANDATE

The DESTEA's constitutional mandates have been derived from Schedules 4 and 5 of the Constitution of the Republic of South Africa, which require the Department to oversee and administer the following:

1. Trade
2. Tourism
3. Casinos, racing, gambling and wagering
4. Consumer protection
5. Environment
6. Industrial promotion
7. Nature conservation
8. Provincial public enterprises
9. Liquor licences and control of undertakings that sell liquor to the public
10. Small business development

Furthermore, the Department's constitutional mandate is derived from Section 24 of the Constitution, which emphasises that, everyone has the right to:

- a. an environment that is not harmful to their health or well-being; and
- b. have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:
 - i. prevent pollution and ecological degradation;
 - ii. promote conservation; and
 - iii. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

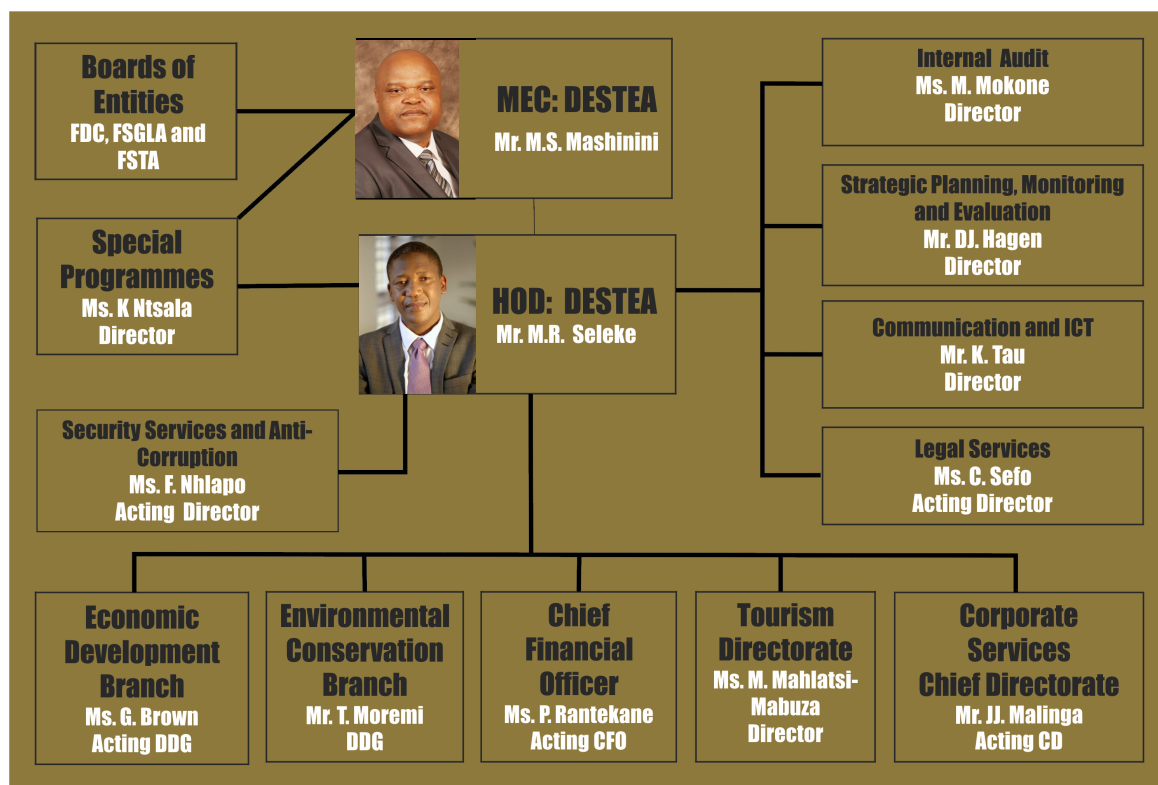
7.2. LEGISLATIVE MANDATE

The table below indicates core legislative mandates that are applicable to departmental programmes and objectives.

Programme Name and Core Function	Legal Mandate	Implications
<u>Economic Development: SMME Development</u>	National Small Business Act, 1996 (Act No. 102 of 1996) and Amendments Business Act 1991, (Act No. 71 of 1991) Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	Promote policy objectives, facilitate strategy implementation and align programmes to encourage SMME development in the Province. Promoting Broad Based Economic Empowerment in the Province.
<u>Economic Development: Gambling & Betting Administration</u>	Free State Gambling and Liquor Act	The Act replaces Free State Gambling and Racing Act, 1996 (Act No. 6 of 1996)
<u>Economic Development: Consumer Protection</u>	Free State Consumer Affairs (Unfair Business Practices) Act, 1998 (Act No. 14 of 1998) Consumer Protection Act No 68 of 2008	Investigation, control and prohibition of unfair business practices. Referral of matters in terms of the National Consumer Affairs Act.
<u>Economic Development: Compliance Monitoring</u>	Credit Agreement Act 1980, (Act No. 75 of 1980)	Business compliance monitoring and redress.
<u>Economic Development: Liquor Administration</u>	Liquor Act 1989, (Act No. 27 of 1989) National Liquor Act, 2003 (Act No. 59 of 2003)	Regulating the micro-manufacturing, retailing and distribution of liquor in the Province.
<u>Economic Development: Trade Inspection</u>	Trade Metrology Act, 1973 (Act No. 77 of 1973) Credit Agreement Act, 1980 (Act No. 75 of 1980)	Ensure compliance with trade metrology and credit agreement regulations.
<u>Environmental Affairs: Protected Areas Management</u>	National Environmental Management Act, 1998 (Act No. 107 of 1998) and Amendments Environmental Conservation Act, 1989 (Act No. 7 of 1989) Free State Nature Conservation Ordinance, 1969 (Ordinance No. 8 of 1969)	Coordination of the implementation, regulation and administration of all mandates entrusted to other sub-programmes and ensure monitoring thereof. Promoting conservation in the Province.

<p><u>Tourism</u></p>	<p>Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004)</p> <p>National Environmental Management: Protected Areas Act, 2003 (Act No.57 of 2003)</p> <p>National Heritage Recourses Act, 1999 (Act No. 25 of 1999)</p> <p>World Heritage Conservation Act, 1999 (Act No. 49 of 1999)</p> <p>Game Theft Act, 1991 (Act No. 105 of 1991)</p> <p>National Water Act, 1998 (Act No. 36 of 1998)</p> <p>National Environmental Management: Waste Act, 2008 (Act No.59 of 2008)</p> <p>National Environmental Management: Air Quality Act, 2005 (Act No. 39 of 2005)</p> <p>Veldt and Forest Fire Act, 1998 (Act No. 101 of 1998)</p> <p>Conservation of Agricultural Resources Act, 1983 (Act No. 43 of 1983)</p> <p>Animal Protection Act, 1962 (Act No.71 of 1962)</p> <p>Tourism Act, 1993 (Act No.72 of 1993)</p> <p>Free State Tourism Authority Act, 2005 (Act No. 3 of 2005)</p> <p>Tourism second amendment Act No.70 of 2000</p>	<p>Ensuring Biodiversity protection in the Province.</p> <p>Providing an efficient framework for the management of protected areas.</p> <p>Ensuring the protection and effective management of National Heritage and World Heritage Sites.</p> <p>Providing a framework for the implications of game theft.</p> <p>Providing a regulating framework on water usage in the Province.</p> <p>Ensuring effective waste management in the Province.</p> <p>Ensuring the prevention of air pollution in the Province.</p> <p>Provide a regulatory framework for the prevention and combat of veldt and forest fires.</p> <p>Ensuring the conservation of vital agricultural resources in the Province.</p> <p>Ensuring the protection of various animal species in the Province</p> <p>To make provision for the promotion of tourism in the Republic; and further to regulate and rationalize the tourism industry</p> <p>Provide legal and operational framework for tourism promotion and development in the Province. Act provides for training and registration of tourist guides; and make provision for a code of conduct and ethics for tourist guides.</p>
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8. ORGANIZATIONAL STRUCTURE



9. ENTITIES REPORTING TO THE MEC

The table below provides a list of the entities reporting to the MEC:

Name of entity	Legislation	Financial Relationship	Nature of Operations
Free State Development Corporation	<i>Free State Development Corporation Amendment Act 4 of 2010</i>	Transfer Payment	Finance and advance economic growth and development, Black Economic Empowerment and SMME development and growth. Promote investment and trade within the Province and to identify, analyse, publicize and market investment and trade opportunities in the provincial economy
Free State Gambling and Liquor Authority	Free State Gambling and Liquor Act 6 of 2010	Transfer Payment	Regulate the gambling and racing activities in the Province on behalf of the Provincial Department. Reduce socio-economic and other costs of alcohol abuse. Regulate the micro-manufacturing and retail sale of liquor or methylated spirits.
Free State Tourism Authority	Free State Tourism Authority (FSTA) was established by Free State Tourism Authority Act No 3 of 2005	Transfer Payment	Promote tourism and increase market share in the tourism industry and to coordinate marketing activities of all role players. Market major sport events for tourism promotion.

PART B: PERFORMANCE INFORMATION



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department of
economic, small business development,
tourism and environmental affairs
FREE STATE PROVINCE

ANNUAL REPORT 2014/2015
VOTE NO. 3

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.

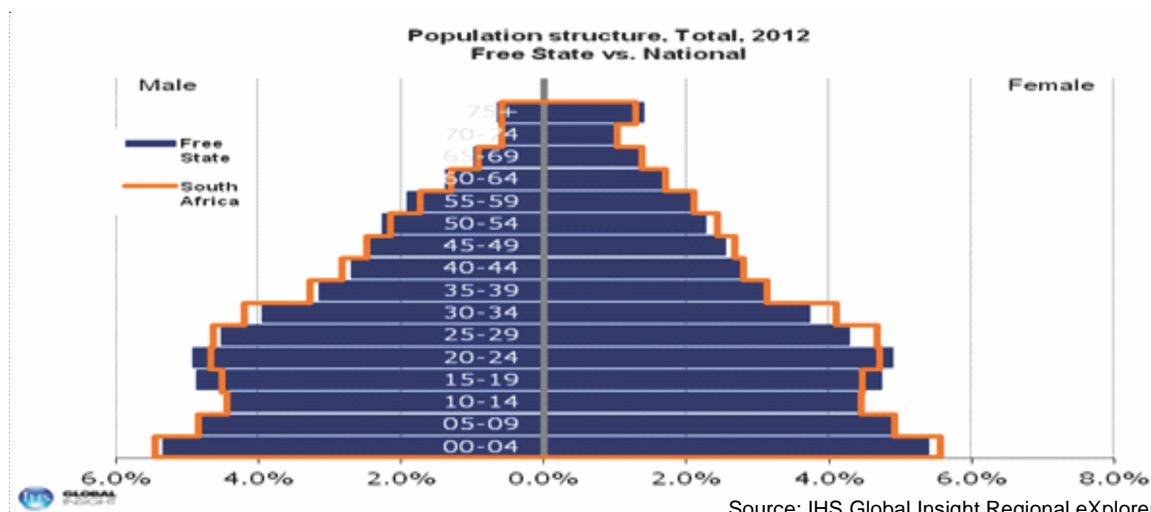
Refer to page 128 of the Report of the Auditor General, published as Part E: Financial

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1. Service Delivery Environment

The 2011 census indicated that the Free State Province has an estimated population of 2 745 590, which is the second smallest share (5.3%) of the South African population. Females represents the majority of the population with a total of 1 416 623 (51.6%) followed by males with a total of 1 328 967 (48.4%). According to Global Insight, when this population is structured according to age, the following picture emerges:

Population structure, Total - 2012



The above figure clearly demonstrates the dominance of the age groups 0-4 followed by 20-24, 15-19 and 25-29. These age groups, except for the 0-4 age group, represent the youth that should be equipped with the necessary skills and training in order to be absorbed into the labour market. This population structure requires DESTEA as the lead department in economic development to adjust its activities and functions, ensuring that the majority of its services will benefit these age groups.

Most of the population resides in Mangaung Metro (747 431), followed by Thabo Mofutsanyane (736 258) and Lejweleputswa (627 626). Xhariep has a population of 146 259. Furthermore, 65.4% of people are within the age structure of 15-64 followed by 29.1% under the age of 15 years. Only 5.5% of the population is within the age structure of 65 years and older.

2.1. Service Delivery Environment

Population, age structure and dependency ratio - 2011

	Population 2011	Age structure			Dependen cy Ratio	Sex Ratio	Population Growth (% p.a.)	
		<15	15-64	65+	Per 100 (15-64)	Males per 100 females		
		2011	2011	2011	2011	2011	1996- 2001	2001- 2011
Free State	2 745 590	29.1	65.4	5.5	52.9	93.8	0.55	0.14
Xhariep	146 259	30.8	62.9	6.3	59.0	96.1	2.09	-1.07
Lejweleputswa	627 626	28.9	66.1	5.0	51.4	97.4	-1.36	-0.46
Thabo Mofutsanyane	736 258	31.9	62.6	5.5	59.6	87.3	1.33	-0.61
Fezile Dabi	488 036	28.1	65.8	6.1	51.9	98.6	0.48	0.61
Mangaung	747 431	26.9	67.8	5.3	47.4	94.0	1.34	1.47

Source: Stats SA, Census 2011, Municipal Fact Sheet

Gross Domestic Product Contribution

	2010	2011	2012
Contribution to national GDP	5.4%	5.3%	5.53%
Provincial GDP	R142bn	R153bn	173bn
GDP per head	R 51 480	R 55 829	R 59 643
GDP growth rate	2.3%	2.5%	3.3%
Average annual real growth (2001-11)	2.9% (2001-10)	3.2%	2.7% 2001-12
Unemployment rate (official)		29.4% (Q4:2011)	33.2% (Q4:2012)
Proportion living on less than \$2 a day (Source: Global Insight)	4.3%	3.1%	2.3%

Source: SA Institute of Race Relations, 2013

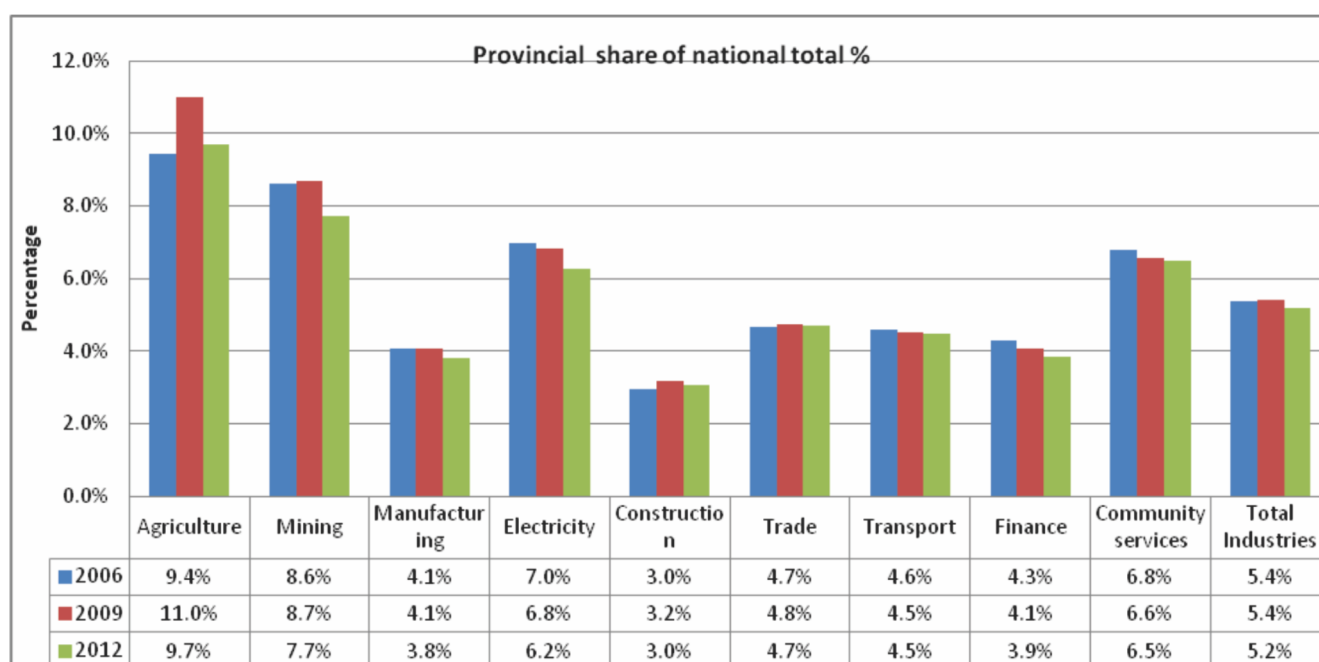
The Free State has over the years been dependent on primary (i.e. Agriculture & Mining sectors) and secondary (i.e. Manufacturing, Electricity & Water and the Construction sectors) industries as its main economic drivers. However, in the recent past, there has been a shift with regard to the main drivers of the provincial economy, seeing the tertiary sector/industries making up the bulk of the provincial output.

The economy of the Free State is relatively small when compared to the other provinces, such as Gauteng (34.5%), the Western Cape (14.7%) and KwaZulu-Natal (15.4%), which are respectively in the lead in terms of contribution. The Free State economy contributed on average 5.3%, to the South African economy.

Gross Domestic Product Contribution

The biggest provincial sectoral contributor to the South African economy is the agriculture sector with an average of 10.0% for the three years. Just behind the agriculture sector is the mining sector with an average of 8.3% contribution to the South African economy. Construction contributed the least with an average of 3.0%.

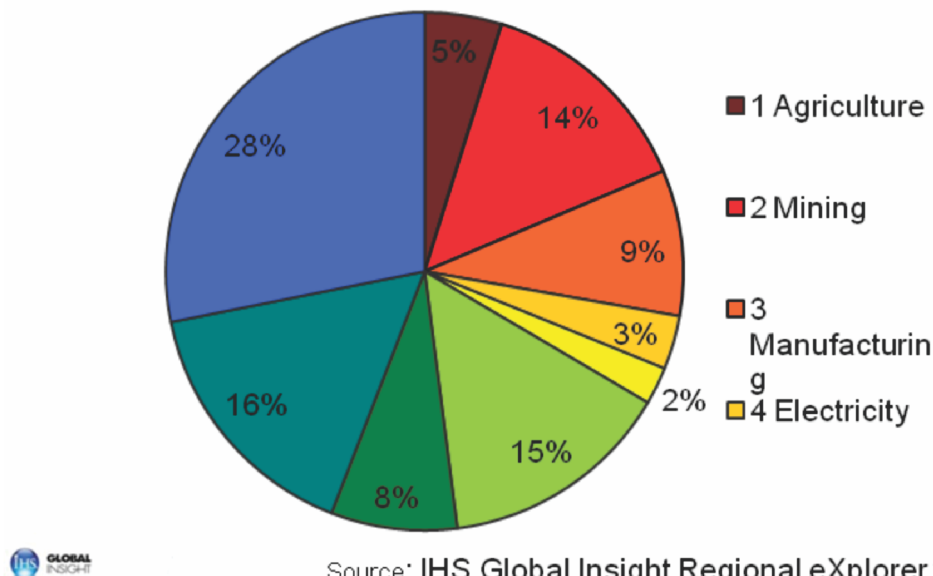
Free State's contribution to the South African economy by industry, 2006 - 2012



Source: IHS Global Insight, REX, 2012

The biggest contributor to the provincial economy is the Community Services sector with a contribution of 28% followed by the Finance (16%) and Trade (15%) sectors. Mining contributed 14% to the provincial economy. Manufacturing recorded a contribution of 9%. Most of the activities in this sector are linked to the chemicals sub-sector.

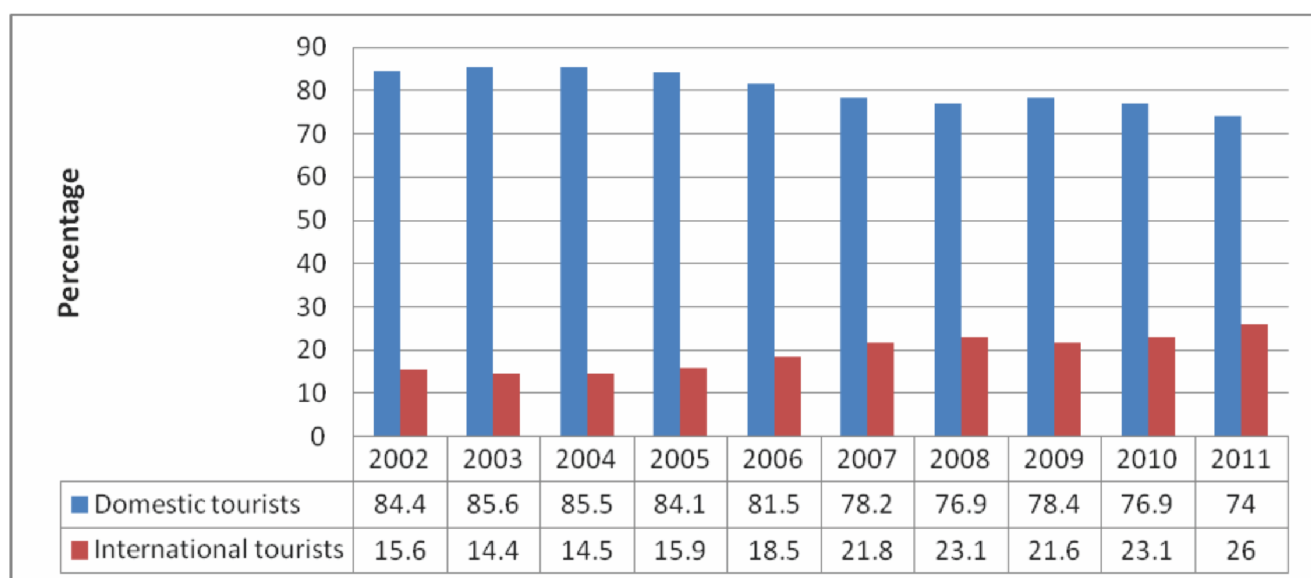
GVA-R Sectoral composition, Free State - 2012



The province experienced a continuous increase of international tourists since 2002, with the exception of 2009 due to the global recession. The Free State has experienced an increase of international tourists from 15.6% in 2002 to 26% in 2011, an increase of 10.4%. A decrease in international tourists occurred in 2009 (from 23.1% in 2008 to 21.6%). An increase of 1.5% however was recorded in 2010 (to 23.1%) and the number further rose to 26% in 2011.

The above trends are however different in relation to the domestic tourists, which clearly indicates the overall decline from 84.4% in 2002 to 74% in 2011 (a decline of 10.4% over a ten year period). This trend indicates the declining significance of the Free State province as a tourism hotspot for South African tourists. Effort should be made to market the province's tourist hotspots and create an awareness of the province's tourism potential.

Provincial Tourist by place of origination – 2002 to 2011



Source: IHS Global Insight, REX, 2012

Growth in Tourism, Free State 2002-2011

The unemployment rate declined in seven of the nine provinces between Q2: 2013 and Q3: 2013. An increase was recorded in the Free State province (from 33, 1% to 34.0%) and the unemployment rate remained unchanged in the Eastern Cape. Quarter-to-quarter declines were the highest in Mpumalanga and KwaZulu-Natal (2.8 and 1.8 percentage points respectively). The unemployment rate increased with 0.9 percentage points in Free State between Q2 and Q3.

Unemployment rate by province

	JUL – SEP 2012	APR–JUN 2013	JUL– SEP 2013	QTR-TO- QTR CHANGE	YEAR- ON- YEAR CHANGE
	Per cent			Percentage points	
South Africa	25,5	25,6	24,7	-0,9	-0,8
Western Cape	25,4	24,0	23,4	-0,6	-2,0
Eastern Cape	28,8	30,8	30,8	0,0	2,0
Northern Cape	29,9	29,0	28,0	-1,0	-1,9
Free State	32,0	33,1	34,0	0,9	2,0
KwaZulu-Natal	21,3	22,7	20,9	-1,8	-0,4
North West	25,0	27,1	26,6	-0,5	1,6
Gauteng	24,8	25,0	24,3	-0,7	-0,5
Mpumalanga	31,0	29,4	26,6	-2,8	-4,4
Limpopo	22,3	18,1	17,8	-0,3	-4,5

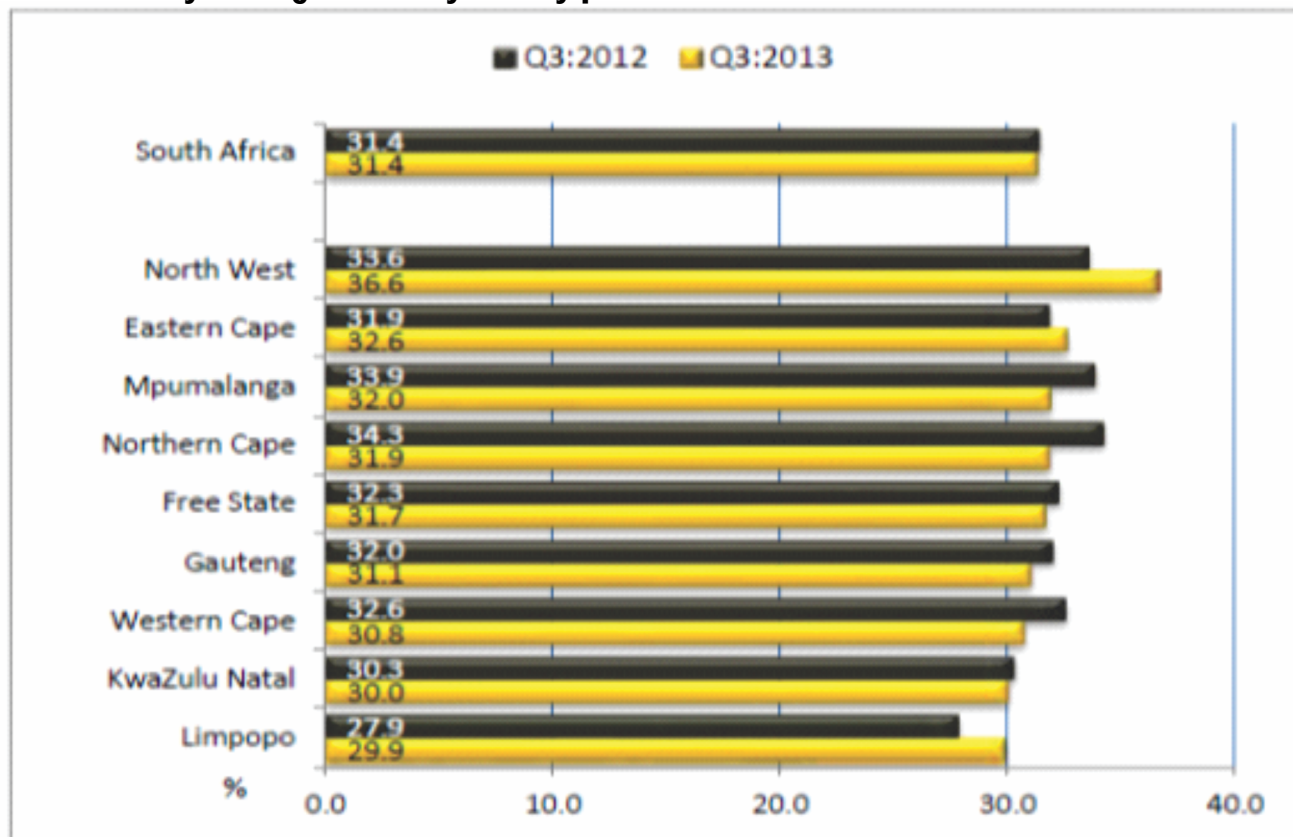
Source: Stats SA, QLFS, Q3 2013

The unemployment rates observed in Q2: 2013 and Q3: 2013 for Limpopo, KwaZulu-Natal, Western Cape and Gauteng were lower than the national unemployment rates, while in the other five provinces unemployment rates were higher than the national average for both periods.

In comparison to the same period last year, the unemployment rate declined by the largest amount in Limpopo and Mpumalanga (by 4.5 and 4.4 percentage points respectively). Over the same period, the rate increased in Free State, Eastern Cape and North West.

Approximately 3.3 million of the 10.4 million youth aged 15–24 years were not in employment, education or training in Q3: 2013, which highlights the vulnerability of this group. The youth who are categorised as NEET (not in employment, education or training) are considered to be disengaged from both work and education.

NEET rate¹ of youth aged 15–24 years by province



Note: NEET rate = (Number of unemployed youth + number of youth not in the labour force) – (number of unemployed youth and youth not in the labour force who are in education or training) / Total number of youth x 100.

In Q3: 2013, the NEET rate of Free State youth aged 15–24 years was 31.7%. The highest rate was observed among those in North West at 36.6% and the lowest in Limpopo at 29.9%. Over the period Q3: 2012 to Q3: 2013, the rate declined in every province except North West, Eastern Cape and Limpopo. Free State recorded a decline 0.6%.

Employment, on a year-to-year basis was created in the following sectors: Construction (3.7%), Transport (9.7%) and the Community and Social Services (14.2%) sector. No employment in the Finance sector, on a year-to-year basis was recorded. Jobs however were lost in the Agriculture (-3.8), Mining (-17.4), Manufacturing (-1.8%), Trade (-2.6%) and Private households (-12.5).

Employment by industry - Free State

Industry	Jul-Sept 2012	Jul-Sept 2013	Year-on-year change	Year-on-year change
	Thousand	thousand	Thousand	Percent
Agriculture	68	66	-3	-3.8
Mining	27	23	-5	-17.4
Manufacturing	59	58	-1	-1.8
Utilities	6	5	-1	-15.2
Construction	51	53	2	3.7
Trade	149	145	-4	-2.6
Transport	32	35	3	9.7
Finance	66	66		-0.4
Comm & Soc Ser	180	205	26	14.2
Private Households	96	84	-12	-12.5

Source: Stats SA, QLFS, Q3 2013

2.2. Service Delivery Improvement Plan

The department has identified 2 services to be improved in 2014/15, which is outlined in the Service Delivery Improvement Plan (SDIP). The tables below highlight the service delivery plan and the achievements made in the implementation plan.

Main Services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Facilitate the establishment and support of cooperatives	Cooperatives	24	25	106 (including 82 established)
Non Financial Support to micro enterprises and cooperatives	Formal and Informal Business	280 applications processed.	100% of qualifying applications subject to availability of funds	10 applications were processed

Batho Pele arrangements with beneficiaries (Consultation access etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
Training of cooperatives with Rural Development on my-coop 1	Train the cooperatives on module 2, 3 and 4 of my-coop	Database of registered Free State Cooperatives is available Baseline study has been conducted
18 information and awareness sessions held	Awareness sessions held throughout the province to market the services	Held SMMEs and Cooperatives Indaba. 21 Radio Interviews and newspaper articles on MESP were done. 79 Information Sessions for cooperatives were held
1 Service centre operational	4 District centres to be operational	3 Districts Service Centre opened in Welkom, Thaba Nchu and Qwaqwa

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
Training sessions on my coops	Train the cooperatives on module 2, 3 and 4 of my-coop	Training of cooperatives on my-coop 1
MESP Information and Rollout	Brochures and pamphlets will be made available at the service centres	MESP roll-out in Thabo Mofutsanyana District Municipality in 2014/15 and Mangaung Metro

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Service Charter Provision	Service Charter Provision Complaints and Compliments Box at all service points Complaints Mechanism for each service point	Service Charter Provision

2.3.Organisational environment

Programme structure

There were no changes in the programme structure of the Department, which is illustrated in the table below:

Programme	Sub programme
1. Administration	1.1 Office of the MEC 1.2 Management Services 1.3 Financial Management 1.4 Corporate Services
2. Environmental Affairs and Conservation	2.1 Environmental Quality Management 2.2 Environmental Policy Planning and Coordination 2.3 Compliance and Enforcement 2.4 Biodiversity Management 2.5 Environmental Empowerment Services
3. Economic and Small Business Development	3.1 Integrated Economic Development Services 3.2 Sector Development 3.3 Business Regulations and Governance
4. Tourism	4.1 Tourism Planning 4.2 Tourism Growth and Development 4.3 Transformation of Tourism Sector

Personnel

Forty-three (43) posts were advertised during 2014/15 financial year as part of reducing the vacancy rate in the department. Of the 43 posts advertised, 7 were on SMS level and the rest were on salary levels 2-12. A total of 27 posts were filled during this financial year.

Budget

The Department will continue to seek and employ innovative methods of securing funding for some of the planned outputs. These include collaborating with other government departments, state enterprises and the private sector in implementing some initiatives.

2.4. Key policy developments and legislative changes

The Department continued with implementation of the following:

1. All environmental policies and legislation.
2. Trade related policies.
3. Economic development policies, including SMMEs and cooperatives development. Consumer protection and business regulations policies and legislation.
4. Tourism related policies.

During the year under review, the Small Business Development Unit was established within the Economic Business Development Branch, to give expression to the presidential directive that small business, township business and cooperatives should receive added attention.

The table below explains the various areas contained in the NDP, MTSF and FSGDS to which the Department contributed during the past year:

NDP	MTSF	FSGDS
Chapter 3: Economy and employment	Outcome 4: Decent employment through inclusive growth	Driver 3: Expand and diversify manufacturing opportunities
Chapter 5: Environmental sustainability	Outcome 6: An efficient, competitive and responsive infrastructure network (SIP's and SEZ's)	Driver 5: Harness and increase tourism potential and opportunities
Chapter 13: Building a capable and developmental state	Outcome 10: Protect and enhance our environmental assets and national resources	Driver 11: Ensure social development and social security
Chapter 14: Fighting Corruption	Outcome 12: An efficient, effective and developmental orientated public service	Driver 12: Integrate environmental concerns into growth and development planning
-	-	Driver 15: Foster good governance to create a conducive climate for growth and development

3. STRATEGIC OUTCOME ORIENTATED GOALS

The following are the DESTEA goals set out in the 2010/15 Strategic Plan:

Strategic Goal		Goal Statement
1.	To Stimulate Integrated Sustainable Economic Development within the Province.	Creation of a suitable business environment in the Province to enhance economic growth.
2.	To Ensure Sustainable Environmental Conservation within the Province.	Contributing to sustainable environmental practices and conservation in the Province.
3.	Efficient and Effective Business Processes.	To ensure functioning business processes for the Department.

Progress made towards the achievement of these goals is explained elsewhere in Part B of this report.

The Department contributed significantly to the following Outcomes, as highlighted in the table below:

NDP	MTSF	Highlights *
Chapter 3: Economy and employment	Outcome 4: Decent employment through inclusive growth	Rollout of the Micro Enterprise Support Programme Continues support to new and existing SMME's Continues support to existing and new cooperatives Trade and investment promotion via Free State Development Corporation Education and support to client on Consumer Rights Continues tourism promotion and marketing
Chapter 5: Environmental sustainability	Outcome 10: Protect and enhance our environmental assets and national resources	Expansion of land under conservation Wetland conservation Upgrade of certain resorts and reserves Continues enforcement of environmental legislation Wildlife Auction Conducted Promotion of waste recycling

Details of achievements are explained elsewhere in Part B of this report.

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1. Programme 1: Administration

To provide leadership and strategic management in accordance with Policy and Legislation and to provide appropriate support service to other programmes.

Sub-Programmes:

Programme	Sub Programme
Administration	1. Office of the MEC 2. Management Services 3. Financial Management 4. Corporate Services

This programme contributed to the following priorities:

- **NDP:**
 - Chapter 13: Building a capable and developmental state
 - Chapter 14: Fighting Corruption
- **MTSF:**
 - Outcome 12: An efficient, effective and developmental orientated public service
- **FSGDS:**
 - Driver 15: Foster good governance to create a conducive climate for growth and development

4.1.1. Office of the MEC

Strategic Objectives						
Sub-Programme Office of MEC						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Mainstreaming of targeted and vulnerable groups	5	5 Campaigns	5	0	-
		2	3 Monitoring reports	3	0	-

Performance Indicator						
Sub-programme Office of the MEC						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Number of departmental campaigns and campaigns organised in partnership with provincial departments and stakeholders	5	5	5	0	-
2.	Number of departmental programmes in which special programmes were mainstreamed	-	3	3	0	-
3.	Monitoring reports on the empowerment of designated groups developed	2	3	3	0	-
4.	Number of reports submitted to DPSA	-	4	3	-1	Due to a delay by DPSA to conduct a workshop on the compiling processes of these reports, 1 report could not be compiled as planned.

4.1.2. Management Services

Strategic Objectives						
Sub-Programme Management Services						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
Internal Audit						
1.	An effective and efficient Internal Audit Function	14 Reports	14 Audit reports	20	6	Additional reports were required by the Provincial Treasury.
Strategic Planning, Monitoring & Evaluation						
2.	Efficient departmental planning, monitoring and evaluation	4 Performance report submitted to treasury	4 Performance report submitted to treasury	4	0	-
Security Services and Anti-Corruption						
3.	Effective and efficient security and anti-corruption services *	1	4 Reports	7	3	Demand driven.
		5 Awareness sessions conducted	5 Awareness sessions	5	0	-
Communication						
4.	A Unique and Professional Corporative Identity maintained	4 Communication Programmes coordinated	4 Programmes	11	7	More programmes were requested by the Communication Coordinating Unit in the Office of the Premier.
	Effective and efficient internal and external communication	1 Strategy developed	Approved Annual Communication strategy	1	0	-
Information Technology and Knowledge Management						
6.	An efficient ICT environment within the Department.	4 Reports	4 Reports	4	0	-
Risk Management						
7.	An effective and efficient Risk Management Unit	1	Risk policy reviewed	1	0	-
		1	4 Risk management Committee meetings	4	0	-

Performance Indicator						
Sub-Programme Management Services						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
Internal Audit						
1.	Number of Internal audit assurance and follow up reports developed	14	14	20	6	Additional reports were required by the Provincial Treasury.
2.	Number of reports on internal/external quality assurance review	12	16	19	3	Additional reports were required by the Provincial Treasury.
3.	Number of Audit Committee reports	2	2	2	0	-
Risk Management						
4.	Annual review of risk related policies	1	1	1	0	-
5.	Annual Review of Risk register	1	1	1	0	-
Strategic Planning, Monitoring & Evaluation						
6.	Number of monitoring reports compiled	2	2	2	0	-
7.	Number of Plans submitted to Treasury	1	2	2	0	-
8.	Number of performance reports submitted to Treasury	4	4	4	0	-
9.	An annual report submitted for tabling	1	1	1	0	-
10.	Service Delivery Charter developed/reviewed	1	1	1	0	-
11.	Service Delivery Improvement Plan (SDIP) reviewed	1	1	1	0	-
12.	SDIP Implementation Plan developed/reviewed	1	1	1	0	-
13.	Number of agency performance reports received and analysed	12	12	12	0	-
Security Services and Anti-Corruption						
14.	Number of incident reports compiled	1	4	7	3	Demand driven
15.	Number of Security-Awareness Sessions	5	5	5	0	-
16.	Monitoring reports on Security Related Matters	-	12	12	0	-

Communication						
17.	Reach and impact of used communication channels *	92% of economically active population	70 % of economically active population (1.8m)	90%	20%	Demand driven.
18.	Number of speeches developed in line with policy and approved guidelines *	18	20	21	1	Demand driven.
19.	Annual Communication strategy developed in line with government priorities	1	1	1	0	-
20.	Number of communication programmes submitted to Central Communication Coordinating Unit (CCCU)	4	4	11	7	More programmes were requested by the Communication Coordinating Unit in the Office of the Premier.
21.	Number of campaigns managed	6	4	6	2	Additional programmes / services were identified to be communicated to the public.
Information Technology and Knowledge Management						
22.	Ensure availability and accessibility of ICT services	-	95% Accessibility	99%	4%	System improvements resulted in systems being more stable than expected.
23.	Number of projects rolled out as per MSP	2	2	3	1	Additional project was done due to requirements for an IT system to assist with registration of attendance for the China Week hosted in April 2015.
24.	Reports on utilization of IT resources	4	4	4	0	-
25.	Report on security vulnerability	-	4	4	0	-

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

4.1.3. Financial Management

Strategic Objectives						
Sub-Programme Financial Management						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
Management Accounting						
1.	Effective and efficient financial management	1 Budget statement compiled	1 Budget statement	1	0	-
Financial Management						
2.	Effective and efficient financial management	1 Financial statement compiled	1 Annual Financial statement	1	0	-
		3 Interim Statements compiled	4 Quarterly Interim Statements	3	-1	Requirement from Provincial Treasury, based on Instruction Note 35, amendment 1.
Supply Chain Management						
3.	Effective and efficient financial management	1 Approved DMP	Demand management plan	1	0	-
Fleet and Asset Management						
4.	Effective and efficient financial management	40 Reports on asset management compiled	40 Reports on asset management	40	0	-

Performance Indicator						
Sub-Programme Financial Management						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
Management Accounting						
1.	Credible Budget statement submitted to Treasury on time	1	1	1	0	-
2.	Credible adjustment budget submitted to Treasury on time	1	1	1	0	-
3.	Number of In-Year monitoring reports submitted to Treasury on time	12	12	12	0	-
Financial Management						
4.	Annual Financial statement compiled according to prescripts	1	1	1	0	-

5.	Quarterly Interim Statements compiled according to prescripts	3	4	3	-1	Requirement from Provincial Treasury, based on Instruction Note 35, amendment 1.
6.	Number of Key Control Matrix reports submitted	10	12	11	-1	Requirement from Provincial Treasury, based on Instruction Note 7, amendment 2.
7.	Value of revenue collection annually (R'000)	-	R72 083	R78592	R6509	Due to higher than expected revenue from the game auction, as well as liquor licenses.
Supply Chain Management						
8.	Percentage of payments made to creditors within 30 days from receipt of an invoice	91%	100%	99%	-1%	Invoice dates were wrongly captured on the BAS System for certain payments and later rectified by Provincial Treasury, causing a delay in payment.
9.	Number of days to obtain a quotation - Quotations - Tenders	7 90	7 days 90 days	4 90	3 0	- -
10.	Annual Procurement Plan (PP) developed	1	1	1	0	-
11.	Number of expenditure analysis reports done • Catering • Stationery • Labour saving devices • Targeted procurement spend	40	40	40	0	-
Fleet and Asset Management						
12.	Number of stocktaking and disposal reports	1	1	0	-1	Provincial Treasury instructed that the report be submitted in April 2015.
13.	Number of fleet management utilization reports	12	12	12	0	-
14.	Number of facilities management reports	-	4	4	0	-

4.1.4. Corporate Services

Strategic Objectives						
Sub-Programme Corporate Services						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
Human Resource Management						
1.	Efficient and effective organisational development	43 posts evaluated.	33 Posts evaluated	33	0	-
		5 Business processes/ systems	4 Business processes/ systems mapped	4	0	-
2.	A well developed and competent	8 Programmes listed in the WSP and HR Plan	Conduct 10 Training programmes according to WSP and HR Plan	17	7	Additional training needs were identified from personnel development plans after April 2014.
		4 M&E reports compiled	4 M&E reports compiled on PMDS implementation	4	0	-
3.	A productive, healthy workforce and safe working environment.	2 HCT and HRA's conducted.	2 HCT and HRA campaigns conducted	3	1	1 Additional campaign was conducted during the departmental Wellness Day.
4.	Provide and retain a workforce with requisite skills	19 Posts filled	10 Posts filled	27	17	Additional posts filled were under the newly established Small Business Development Chief Directorate as well as those vacated through natural attrition.
		-	HR Plan reviewed	1	0	-
5.	A disciplined workforce and sound labour environment	52 grievances reported, 33 resolved within 30 days. 14 not resolved within 30 days and 3 cases are still within 30 days.	All grievances resolved within 30 days	47	0	-
		6 misconduct cases reported, 2 resolved	All misconduct cases finalised within 90 days	1	0	-
		-	2 Reports	2	0	-

Performance Indicator						
Sub-Programme Corporate Services						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
Human Resource Management						
1.	Number of posts evaluated	43	33	33	0	-
2.	Number of business processes/systems mapped out	5	4	4	0	-
3.	Training provided according to WSP and HR plan	8	10	17	7	Additional training needs were identified from personnel development plans.
4.	Monitoring and Evaluation on PMDS implementation	4	4	4	0	-
5.	Number of HIV/AIDS Counselling and Testing (HCT) and Health Risk Assessment conducted	2	2	3	1	1 Additional campaign was conducted during the departmental Wellness Day.
6.	Inspect implementation of Occupational Health and Safety measures as per health risk hazard register	4	2	2	0	-
7.	Number of vacant and funded posts filled	19	10	27	17	Additional posts filled were under the newly established Small Business Development Chief Directorate as well as those vacated through natural attrition.
8.	HR Plan reviewed annually	0	1	1	0	-

9.	Grievances resolved within prescribed time limit (30 days)	52 grievances reported, 33 resolved within 30 days. 14 not resolved within 30 days and 3 cases are still within 30 days.	All grievances resolved within 30 days	44	0	-
10.	Finalise misconduct cases within prescribed time limit (90 days)	6 misconduct cases reported, 2 resolved within 90 days.	All misconduct cases finalised within 90 days	1	0	-
11.	Number of reports on grievances submitted to Public Service Commission	2	2	2	0	-

Strategies to overcome areas of under performance

- Reprioritization of funds within the Programme;
- Improve procedures with regards to the finalisation of the HR Plan;
- Train managers and officials on grievance procedures and misconduct cases;
- Utilize MPAT Improvement Plan to improve management performance in the organization.

Changes to planned targets

n/a

Linking performance with budgets

Sub-Programme Name	2013/2014			2014/2015		
	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
Office of the MEC	12 164	12 888	(724)	11 078	10 727	351
Management Services	35 048	35 959	(911)	27 790	23 975	3 815
Financial Management	49 782	50 320	(538)	57 742	59 328	(1 586)
Corporate Services	32 702	27 839	4 864	29 395	29 696	(301)
Total	129 696	127 005	2 691	126 005	123 726	2 279

Appropriation to this programme decreased by 3% from 2013/14 to 2014/15. Expenditure during the same period decreased by 3%. Sub-programme performance was not negatively influenced by allocations.

4.2. Programme 2: Environmental Affairs and Conservation

To implement and monitor legislation and policies in the areas of Air Quality, Biodiversity, Climate Change, Compliance Monitoring, Environmental Impact, Protected Areas, Pollution Control, Protected Areas and Waste Management.

Sub-Programmes:

Programme	Sub Programme
Environmental Affairs and Conservation	<ol style="list-style-type: none"> 1. Environmental Policy Planning and Coordination 2. Compliance and Enforcement 3. Environmental Quality Management 4. Biodiversity Management 5. Environmental Empowerment Services

This programme contributed to the following priorities:

- **NDP:**
 - Chapter 5: Environmental Sustainability
- **MTSF:**
 - Outcome 10: Protect and enhance our environmental assets and national resources
- **FSGDS:**
 - Driver 12: Integrate environmental concerns into growth and development planning

4.2.1. Environmental Policy Planning and Coordination

Strategic objectives						
Environmental Policy Planning and Coordination						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Sustainable Development ensured	24 IDPs reviewed.	22 IDPs reviewed for environmental content as per requirements (DA/3.5)	24	2	Two additional IDP's were assessed on request of COGTA.
		1	EIP gazetted	1	0	-
		-	Green Economy Strategy developed	1	0	-

4.2.1 Environmental Policy Planning and Coordination

Performance Indicators						
Sub-Programme Environmental Policy Planning and Coordination						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Number of intergovernmental sector tools reviewed	24	1	1	0	-
2.	Number of legislative tools developed	3	1	1	0	-
3.	Number of environmental research projects undertaken	13	10	5	-5	5 projects are multi-year in nature, and therefore still ongoing.
4.	Number of functional environmental information management systems (EIMS)	1	1	1	0	-
5.	22 IDPs reviewed for environmental content as per requirements (DA/3.5)	24	22	24	2	Two additional IDP's were assessed on request of COGTA.
6.	EIP gazetted	1	1	1	0	-
7.	Green Economy Strategy developed and implemented	-	1	1	0	-

4.2.2 Compliance and Enforcement

Strategic objectives						
Sub-Programme Compliance and Enforcement						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Compliance with Environmental Legislation *	97	80 Enforcement actions undertaken for non-compliance	51	-29	Demand driven

Performance Indicators						
Sub-Programme Compliance and Enforcement						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Number of designated Environmental Management Inspectors (EMI) in the Province	6	22	1	-21	Course could not be attended due to an unforeseen event.
2.	Number of criminal enforcement actions undertaken for non compliance with environmental management legislation *	44	50	42	-8	Demand driven
3.	Number of administrative enforcement actions taken for non-compliance with environmental legislation *	53	30	9	-21	Demand driven
4.	Monitor compliance with NEMA Legislation (Inspections) *	586	220	913	693	Demand driven
5.	Number of received S24G applications finalized *	7	5	3	-2	Demand driven
6.	Biodiversity Permits Issued *	5156	4000	5757	1757	Demand driven

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

4.2.3. Environmental Quality Management

Strategic objectives						
Sub-Programme Environmental Quality Management						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Ensure a Healthy Environment *	62	60 Environmental Authorisations issued	70	10	Demand driven
		16	20 Waste management Applications finalised	16	-4	Demand driven

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Performance Indicators						
Sub-Programme Environmental Quality Management						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Provincial Air Quality Management Plan reviewed	-	1	0	-1	Revised deliverables were provided by the National Department, delaying the finalization of the plan.
2.	Provincial Air Quality Officers report	1	1	1	0	-
3.	Number of Provincial Air Quality forum meetings held	4	4	4	0	-
4.	Number of Air Quality Management and Climate Change workshops held	1	5	5	0	-
5.	Number of facilities trained on the Waste Information System *	31	5	5	0	-

6.	Number of Provincial Waste Management Officers Forum meetings held	4	4	4	0	-
7.	Number of Waste Management licenses applications finalised *	16	20	16	-4	Demand driven
8.	Number of EIA applications finalized within legislated time-frames *	63	60	70	10	Demand driven
9.	Number of air emissions licence applications finalised within legislated time-frames *	-	2	0	-2	Demand driven
10.	Number of designated organs of state with approved and implemented AQMP's *	-	3	0	-3	Demand driven
11.	Number of climate change response tools developed	3	1	0	-1	The national peer-review of the FS Climate Change Response Strategy has not yet been finalized, delaying the finalization of the tools.

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

4.2.4. Biodiversity Management

Strategic objectives						
Sub-Programme Biodiversity Management						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Management of Provincial Nature Reserves and Resorts	-	13 Nature Reserves 9 Resorts	13 9	0 0	-
2.	Conservation outside the Provincial Protected Areas facilitated	-	1 New Stewardship Site	1	0	-
3.	Develop and Maintain infrastructure in the Provincial Nature Reserves and Resorts	-	Implement the Infrastructure Plan	Partially implemented	Partial	Infrastructure funds were reprioritized in-year due to delays by Public Works.
4.	Conduct research to facilitate effective biodiversity planning	-	1 Biodiversity plan	1	0	-

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Performance Indicators						
Sub-Programme Biodiversity Management						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Implement Game Management Plan	-	5	5	0	-
2.	Clearing of Alien Vegetation in Provincial Nature Reserves	-	400ha	2781.95 ha	2381.91ha	Additional funding was received and jobs were created by DEA through their EPWP programme, leading to a larger area being cleared.
3.	Number of game farmers established	0	3	7	4	More submissions were approved.
4.	Implement Infrastructure Plan – New Buildings Planning Phase	-	3	0	-3	Infrastructure plans were developed by DPW.
5.	Implement Infrastructure Plan – New Buildings Construction Phase	-	4	1	-3	Funds were re– directed to other projects in the Department.
6.	Upgrade Existing Facilities in Provincial Nature Reserves	-	3	1	-2	Funds were re-directed to other projects in the department.
7.	Maintain Existing Facilities in Provincial Nature Reserves	-	4	3	-1	One bid was not awarded on time.

8.	Fencing Of Provincial Nature Reserves	-	2	1	-1	Tender was advertised but not awarded to date.
9.	Marketing of DESTEA Resorts	-	4	9	5	More opportunities presented itself for marketing such as the internet where we did not have to spend funds.
10.	Number of job opportunities created through departmental EPWP Grant	24	24	60	36	Additional EPWP funding received from Provincial Treasury.
11.	Determine extent of hybridisation potential between Tsessebe and Red Hartebeest, and between Tsessebe and Blesbok)	-	1	1	0	-
12.	Develop a Provincial Wetlands Policy	-	1	1	0	-
13.	Develop an inland fishery policy	-	1	1	0	-
14.	Determine the status of all threatened fish in protected areas	-	1	1	0	-
15.	Develop Operational strategy for problem animal management	-	1	1	0	-
16.	Increase Land under conservation through the implementation of the Biodiversity Stewardship Programme (BSP)	-	1 new stewardship site	1	0	-

17.	Increase land under conservation (ha) through land purchase	-	2000ha	0	-2000ha	Reprioritization of funds.
18.	Reserves with management Effectiveness scores of 67% or higher	-	9	5	-4	METT scores by allocated by National Department were not all above 67%.
19.	Number of provincial Protected Areas (PA) with approved management plans	11	13	0	-13	Plans approved in 2013/14 were still relevant, as it has a five year life-span.
20.	Number of Biodiversity Spatial Plans published	1	1	1	0	-

4.2.5.Environmental Empowerment Services

Sub-Programme Environmental Empowerment Services						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Build Capacity in Environmental Management *	201	110 Schools	251	141	Demand driven
		535 Community members trained	200 Community members	753	553	Demand driven

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Performance Indicators						
Sub-Programme Environmental Empowerment Services						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Number of landscaping activities undertaken *	104	100	168	68	Demand driven
2.	Number of indigenous plants produced	31 432	30 000	50604	20604	Due to additional nursery based staff.
3.	Number of indigenous plants planted	20 009	20 000	16612	-3388	Logistical challenges, such as transport.
4.	Number of conservancies established *	5	6	24	18	Demand driven
5.	Number of Community members trained as Urban rangers *	535	200	753	553	Demand driven
6.	Number of registered Schools for participation in an Environmental Programme *	201	110	251	141	Demand driven
7.	Number of job opportunities created through environmental programmes	24	60	60	0	-
8.	Number of environmental awareness activities conducted	26	25	26	1	Additional requests received from municipalities.
9.	Number of environmental capacity building activities conducted	13	8	32	24	Additional requests received from municipalities.
10.	Number of beneficiaries reached through environmental awareness activities *	-	10 000	10887	887	Demand driven

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Strategies to overcome areas of under performance

- Reprioritization of funds within the programme
- Revitalization of resorts and reserves
- Appointment of skilled and competent staff
- Mobilize new resources
- Improve procurement processes & systems

Changes to planned targets

n/a

Linking performance with budgets

Sub-Programme Name	2013/2014			2014/2015		
	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
Environmental Quality Management	9 413	7 211	2 202	7 005	5 927	1 078
Environmental Policy Coordination & Planning	11 351	11 567	(216)	14 902	15 048	(146)
Compliance and Enforcement	7 181	10 242	(3 061)	11 911	10 828	1 083
Biodiversity Management	99 616	99 052	564	91 851	90 139	1 712
Environmental Empowerment Services	13 206	8 354	4 852	3 597	3 448	149
Total	140 767	136 426	4 341	129 266	125 390	3 876

Appropriation to this programme decreased by 8% from 2013/14 to 2014/15. Expenditure during the same period also decreased by 8%. Sub-programme performance was not negatively influenced by allocations.

4.3. Programme 3: Economic and Small Business Development

To enhance economic development, small business development and growth in the province through financial and non-financial support programmes.

Sub-Programmes:

Programme	Sub Programme
Economic Development	<ol style="list-style-type: none"> 1. Integrated Economic Development Services 2. Sector Development 3. Business Regulations and Governance

This programme contributed to the following priorities:

- **NDP:**
 - Chapter 3: Economy and employment
- **MTSF:**
 - Outcome 4: Decent employment through inclusive growth
 - Outcome 6: An efficient, competitive and responsive infrastructure network
- **FSGDS:**
 - Driver 3: Expand and diversify manufacturing opportunities
 - Driver 11: Ensure social development and social security

4.3.1. Integrated Economic Planning and Development

Strategic objectives						
Sub-Programme Integrated Economic Development Services						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Support Economic Development through Shared Partnerships	5 Projects supported at local and regional levels.	5 Projects supported	5	0	-
		3 Capacity building interventions.	4 Capacity building interventions	12	8	Due to additional staff appointed during the year.
2.	Facilitate Economic Empowerment	117 Existing SMMEs.	100 Existing SMMEs supported	204	104	Additional SMME's supported due to: Business breakfast intervention Mentoring of SMME's
3.	Knowledge on the economic growth potential of the province improved	1 Strategy develop	1 Strategy develop	1	0	-
		7 R&D initiatives supported	4 R&D initiatives supported	3	-1	Affordability constraints.
4.	Effective and efficient management of research outputs	3 Research reports	4 Research reports	3	-1	Affordability constraints.
		6 Intelligence reports	4 Intelligence reports	4	0	-
		0 Agreements	3 Agreements	3	0	-
5.	Monitoring and evaluation of SOC's	12 Agency reports	12 Agency reports	12	0	-
		0 Monitoring reports	12 Monitoring reports	12	0	-
		0 Evaluation reports	12 Evaluation reports	12	0	-

Performance Indicators						
Sub-Programme Integrated Economic Development Services						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Number of sector specific cooperatives supported: DESTEA	256	20	97	77	More resources were allocated to complete this indicator which increases our numbers.
	FDC	-	10	14	4	Additional support requests were received.
2.	Number of existing cooperatives rehabilitated	-	200	17	-183	Refocus on support instead of rehabilitation, due to resource constraints.
3.	Number of female entrepreneurs supported	-	6	131	125	The impact of an outreach programme that was conducted in four districts by DESTEA (SBD) and NEF.
4.	Number of youth entrepreneurs supported	-	10	44	34	The impact of an outreach programme that was conducted in four districts by DESTEA (SBD) and NEF.

5.	Number of enterprises operated by people with disabilities supported	-	4	20	16	The impact of an outreach programme that was conducted in four districts by DESTEa (SBD) and NEF
6.	Number of SMMEs trained in Business Management Skills	-	8	44	36	The department embarked on a Master Caterer Challenge that trained SMME's on the transversal contract.
7.	Number of existing SMMEs supported	117	100	204	104	Additional SMME's supported due to: Business breakfast intervention Mentoring of SMME's
8.	Number of capacity building interventions to municipalities	3	4	12	8	Additional requests were received from municipalities.
9.	To establish district service centers	-	4	3	-1	Establishment of the three centres took longer than planned, delaying the establishment of the 4 th centre.
10.	To consult with stakeholders on Local Economic Development	-	4 Provincial LED Forum meetings	5	1	Due to visit of National Deputy Minister Economic Development.
			4 Interdepartmental cooperative forum meetings	4	0	-

11.	Number of sector analysis reports	-	5	5	0	-
12.	Number of economic strategies developed	1	1	1	0	-
1.3	Number of strategies reviewed	-	0	0	0	-
14.	Number of R&D initiatives supported	7	4	3	-1	Affordability constraints.
15.	Number of research reports produced	3	4	3	-1	Affordability constraints.
16.	Number of provincial economic intelligence reports produced	6	4	4	0	-
17.	Number of Transfer Agreements between DESTEA and SOC's	-	3	3	0	-
18.	Number of Agency Performance Reports received and analysed	-	12	12	0	-
19.	Number of monitoring reports produced	-	12	12	0	-
20.	Number of evaluation reports produced	-	12	12	0	-

4.3.2.Sector Development

Strategic objectives						
Sub-Programme Sector Development						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Strategic Economic Initiatives facilitated	5 Projects supported at local and regional levels.	2 Projects	2	0	-
		82 Business assisted	37 Business assisted	119	82	Due to partnerships with other stakeholders.

Performance Indicators						
Sub-Programme Sector Development						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Number of industrial development projects supported: DESTE FDC	- -	1 1	1 1	0 0	- -
2.	Number of people trained: - Sector Development: DESTE FDC - Strategic Initiatives: DESTE	277	150 150 50	223 157 88	73 7 62	Due to partnerships with other stakeholders.
3.	Number of businesses assisted with interventions: - DESTE - FDC	82	25 12	87 32	62 20	Due to partnerships with other stakeholders.

4.3.3. Business Regulations and Governance

Strategic objectives						
Sub-Programme Business Regulation and Governance						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Effective and efficient consumer protection*	438 Consumer complaints	310 Consumer complaints	339	29	Demand driven

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Performance Indicators						
Sub-Programme Business Regulation and Governance						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Number of information sessions held	52	36	76	40	Additional media coverage was obtained.
2.	World Consumer Rights Days celebrated	1	1	1	0	-
3.	Number of consumer education programmes conducted	10	10	12	2	Additional requests were received.
4.	Number of complaints received *	438	310	339	29	Demand driven
5.	Number of complaints resolved	404	310	302	-8	Late appointment of the Consumer Court Members.

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Strategies to overcome areas of under performance

- Appointment of skilled staff to perform specialized duties and functions;
- Strengthening of partnerships with key stakeholders;
- Lobbying of additional investment funding.

Changes to planned targets

n/a

4.3.3. Business Regulations and Governance

Linking performance with budgets

2013/2014				2014/2015		
Sub- Programme Name	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
Integrated Economic Planning and Development	33 906	34 279	(373)	25 789	27 415	(1 626)
Sector Development	21 854	21 580	274	34 784	31 289	3 495
Business Regulations and Governance	62 709	61 925	784	63 152	62 147	1 005
Total	118 469	117 784	685	123 725	120 851	2 874

Appropriation to this programme increased by 4% from 2013/14 to 2014/15. Expenditure during the same period increased by 4%. Sub-programme performance was not negatively influenced by allocations.

4.4. Programme 4: Tourism

To ensure adequate planning, growth, development and transformation in the Tourism Industry.

Sub-programmes:

Programme	Sub Programme
Tourism	1. Tourism Planning 2. Tourism Growth and Development 3. Transformation of Tourism Sector

This programme contributed to the following priorities:

- **NDP:**
 - Chapter 3: Economy and employment
- **MTSF:**
 - Outcome 4: Decent employment through inclusive growth
- **FSGDS:**
 - Driver 5: Harness and increase tourism potential and opportunities

4.4.1. Tourism Planning

Strategic objectives						
Sub-Programme Tourism Planning						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Development and implementation of tourism policies and strategies	-	Quarterly implementation reports of the Provincial Master plan	4	0	-

Performance Indicators						
Sub-Programme Tourism Planning						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.1	Provincial tourism master plan implemented	-	Quarterly Tourism Master plan implementation reports	4	0	-
	FSTA	-	FSTA to provide its quarterly implementation report	4	0	-
1.2.	Number of local municipality IDPs assessed for alignment with the Master plan	-	20 Local municipality IDPs assessed	20	0	-
1.3.	Number of district municipality IDPs assessed for alignment with the Master Plan.	7	4 District municipality & Metro IDPs assessed	5	0	-
	FSTA	-	FSTA to report quarterly on district municipality compliance on marketing	4	0	-

1.4.	Tourist guiding regulatory framework implemented *	8	10 Inspections	11	1	Demand driven
1.5.	Provincial Tourism Institutional framework implemented FSTA	- -	MEC tourism forum established -Provincial Tourism Forum established -District Tourism forums established FSTA collaboration with DESTEa on establishment of structures	0	-3	The TOR for these forums are still being consulted, hence the delay in establishment.

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

4.4.2. Tourism Growth and Development

Strategic objectives						
Sub-Programme Tourism Growth and Development						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Grow the Tourism sector's absolute contribution to the Provincial Economy *	-	Increase Provincial bed night consumption to 10.5% from baseline of 8% (2011)	6.5% (2013)	4%	Demand driven

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Performance Indicators						
Sub-Programme Tourism Growth and Development						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.1.	Niche tourism product development and SRI initiatives implemented	-	2 Niche product development initiatives. 3 Monitoring & Evaluation reports on Tourism SRIs	2 5	0 2	- Additional requests from PAC Committee.
1.2.	Flea markets created in support of district tourism	-	1 Flea market per district	4	-1	Lack of delivery by the appointed service provider.
	FSTA	-	FSTA to implement branding and marketing of Flea markets	4	-1	Lack of delivery by the appointed service provider.
1.3.	Support provided to Tourism Information Centres *	-	4 Capacity building programmes to enhance tourism information centres	3	-1	Demand driven
1.4.	Number of information sessions in support of responsible tourism practices, quality assurance & standards	-	1 Session per district	5	0	-
1.5.	Number of tourism events supported to address geographic seasonal and rural spread:	-	Cherry festival, Bethlehem air show, heritage and tourism month activities ,Lilizela awards, Tourism Indaba	5	0	-
	FSTA	-	FSTA to implement marketing and branding of events	5	0	-

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

4.4.3. Transformation of Tourism Sector

Strategic objectives						
Sub-Programme Transformation of Tourism Sector						
	Strategic objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.	Increase transformation within the tourism sector *	-	Annual incremental change in BEE status of 15% from baseline of 4% (2007)	10% (2012)	5%	Demand driven

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Performance Indicators						
Sub-Programme Transformation of Tourism Sector						
	Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from planned target to Actual Achievement for 2014/2015	Comment on deviations
1.1.	Awareness workshops implemented to influence increased number of black majority owned enterprises in the tourism sector	-	10 Tourism awareness workshops to facilitate transformation of the sector	10	0	-
1.2.	Community beneficiation programmes developed & implemented	6	4 Tourism cooperative established	4	0	-
1.3.	Tourism Service Excellence Standard implemented	-	4 Tourism Service Excellence awareness campaigns implemented	4	0	-

1.4.	Tourism skills enhancement programme implemented *	-	10 tourism toolkit programmes implemented	10	0	-
		-	1 Tour operator training programme per district	5	0	-
		-	4 Specialised hospitality training programmes implemented	4	0	-
		1	1 Tourism career Expo	1	0	-
	FSTA	-	FSTA implantation report on branding and marketing of the expo	1	0	-

* Demand driven indicator. The target for the period under review was based on historical trends and estimated demand.

Strategies to overcome areas of under performance

- Effective dissemination, promotion and implementation of the Tourism Master Plan.
- Efficient resourcing of the Tourism Branch.

Changes to planned targets

n/a

Linking performance with budgets

2013/2014				2014/2015		
Sub-Programme Name	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
Tourism Planning	51 264	51 139	125	60 771	59 805	966
Tourism Growth and Development	-	-	-	-	-	-
Transformation of Tourism Sector	-	-	-	-	-	-
Total	51 264	51 139	125	60 771	59 805	966

Appropriation to this programme increased by 19% from 2013/14 to 2014/15. Expenditure during the same period also increased by 17%. Sub-programme performance was not negatively influenced by allocations.

5. TRANSFER PAYMENTS

5.1 Transfer payments to public entities

As part of the departmental transfer process, the three entities of the department provided assurances that they implement effective, efficient and transparent financial management and internal controls systems, as required by the PFMA and Treasury Regulations.

Name of Public Entity	Services rendered by the public entity	Amount transferred to the public entity (R'000)	Amount spent by the public entity (R'000)	Achievements of the public entity
Free State Development Corporation	<ul style="list-style-type: none"> SMMEs and Cooperatives Funding 	1 200	1 200	<ul style="list-style-type: none"> Loans to the value of R18 762 171 were approved to SMMEs and Cooperatives against a target of R15m. A total of 40 businesses were assisted with business loans funding Loans totalling R1 969 954 were granted to women owned entities Loans totalling R3 199 723 was granted to youth owned entities 8 Cooperatives were assisted with funding to the value of R422 957 2 entities owned by people with disabilities were assisted with

<ul style="list-style-type: none"> • Business Development Support • Investment and Trade Facilitation • Industrial, Commercial and Residential Properties 			<p>funding to the value of R75 140.</p> <ul style="list-style-type: none"> • 77% of existing operational FDC SMMEs portfolio customers received BDS services • 100% of existing operational FDC Cooperatives received BDS services • 7 projects were registered with the DTI for investment into the still-to-be-designated Maluti-A-Pofung SEZ. An investment agreement signed with the Chinese investors for implementation of a medical devices manufacturing and medical components plant • 3 x investment advocacy engagements workshops conducted in collaboration with the Municipalities • participated in 4 trade missions / exhibitions • 32 Free State Exporters promoted • 130 potential Exporters trained through workshops & seminars • Phase 1 of the still-to-be designated Maluti-A-Pofung SEZ commenced with the fencing of the complex. <p><u>Occupancy rate</u></p> <ul style="list-style-type: none"> - Lettable Commercial portfolio : 81% against a target of 80% - Lettable Industrial portfolio: 70% against a target of 75% - Lettable Residential portfolio: 81% against a target of 72% <p><u>Collection rate</u></p>
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				<p>89% collection of billings for active commercial portfolio against a target of 90%</p> <p>91% collection of billings for active industrial portfolio against a target of 97%</p> <p>88% collection of billings for active residential portfolio against a target of 90%</p> <p>FDC was able to recover 60% of rental expenses from active tenants</p>
Free State Gambling and Liquor Authority	To enforce compliance with the FSGL Act (Act no. 6 of 2010), Rules, Regulations and other relevant legislation by efficient and effective processing of liquor and gambling applications	50 870	50 870	<p><u>Gambling Renewal Fees</u></p> <p>The New Gambling fees were published on the 05th June 2014 – Provincial Gazette no.21 and the renewal invoices were issued for payment by the 20th June 2014 which contributed to the overall collection of revenue</p> <p>The number of processed liquor applications during the financial year including backlog“</p> <p><u>Liquor</u></p> <p>Total received 219</p> <p>Processed 308</p> <p>Approved 66</p> <p>Declined 242</p> <p><u>Gambling</u></p> <p>Total received 205</p> <p>Processed 205</p> <p>Approved 196</p> <p>Declined 9</p>

				<p>In increasing community participation in crime prevention and safety initiatives, a total number of 4553 liquor and 110 gambling compliance inspections were conducted for the year.</p> <p><u>Combined Enforcement Operations</u></p> <p>In regard to combating non-compliance, illegal gambling and illegal liquor retail 56 enforcement operations were conducted ,the successes recorded over this period were:</p> <ul style="list-style-type: none"> • 81 Illegal outlets closed • 5 Illegal gambling outlets under investigation • 123 746 Litres of liquor confiscated • 2 Gambling machines confiscated • 115 People charged with public drinking • 103 Non-compliance notices were issue • 53 fines issued for illegal gambling <p><u>A total number of 51 revenue audits were conducted.</u></p> <p>The total revenue collected for the 2014/2015 financial year is R51 916 897 which represents an over collection of R515 997revenue versus the annual target of R 51 400 900. This is an increase of 8.5 % from R 47 456 372 revenue collected the previous year</p> <p>10 FICA audits conducted to</p>
	Generate revenue for the province by ensuring that levies declared are paid timorously and accurately			

	<p>Reduce the socio-economic and other costs of gambling and liquor abuse and promotion of the development of a responsible and sustainable gambling and liquor industry</p>		<p>prevent commercial crime within the industry</p> <p><u>Awareness Campaigns</u></p> <p>31 education and awareness campaigns conducted for the year for both liquor gambling</p> <p>9 external stakeholder engagements for the year</p> <p>The number of people reached through awareness programmes for both liquor and gambling is 5870 and 3585 respectively</p> <p><u>Road shows on the Roll out of the Limited Pay-out Machine Sites</u></p> <p>The Road shows are intended to create public awareness on the opportunities that are available within the gambling and liquor industries which were held throughout the province during the year to encourage and afford communities the opportunity to participate in their local economies</p> <p><u>Sobriety week</u> is an annual national campaign aimed at creating awareness to the general South African public, particularly the youth, women and pregnant women about the adverse effects of liquor abuse.</p>
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				<p>These campaigns were done in collaboration with other government institutions.</p> <p>A Women's Seminar was held at MCCUP Clinic on the 9th of September in Bloemfontein, the focus was on Foetal Syndrome awareness</p> <p>Healthy Lifestyle workshop and distribution of education and awareness material on gambling and alcohol abuse was held on the 12th of September in Bloemfontein</p> <p>Youth fighting against alcohol abuse held in Jacobsdal, Letsemeng municipality.</p> <p>" Woman's self-awareness on dangers of alcohol and pregnancy ,held in Thabong community hall, Matjhabeng Municipality</p> <p>Responsible gambling awareness in partnership with the National Responsible Gambling Programme.</p> <p>Generation "Y" taking responsible risks held in Senekal, Setsoto Municipality.</p>
Free State Tourism Authority	Free State branding, marketing and promotion.	50 364	50 364	<p>Marketing and promotion of the Free State Province through the big 5 tourism routes on the following platforms:</p> <p>2014 Tourism Indaba 2014 F1 Powerboat 2014 World Football Conference 2014 Tourism Indaba</p>

				2014 Cherry Festival 2014 Cherry Jazz Festival 2014 Macufe 2014 F2 Powerboat 2014 Sports Exhibitions and Tourism Exchange 2014 Phakisa New Year's Eve on Track 2015 Polo Lifestyle Event The following trips were undertaken by the Chairperson of the Board as part of marketing of the Province: India Cuba Marketing and promotion of the Free State on print and electronic media. Branding during the Government key events
Total		102 434	102 434	

5.2. Transfer payments to all organisations other than public entities

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
Pit Dog Trading	Private	MESP	Yes	R26 895	R26 895	n/a

The table below reflects the transfer payments which were budgeted for in the period 1 April 2014 to 31 March 2015, 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
n/a				

6. CONDITIONAL GRANTS

6.1. Conditional grants and earmarked funds paid

n/a

6.2. Conditional grants and earmarked funds received

The table below details the conditional grants and ear marked funds received during for the period 1 April 2014 to 31 March 2015. Conditional Grant EPWP:

Department who transferred the grant	National Department of Public Works
Purpose of the grant	To alleviate unemployment, delivery goods and services labour-intensively and to provide work experience and training.
Expected outputs of the grant	Job creation
Actual outputs achieved	2781 Hectares were cleared and 60 workers were employed.
Amount per amended DORA (R'000)	2 102
Amount received (R'000)	2 102
Reasons if amount as per DORA was not received	n/a
Amount spent by the department (R'000)	1 974
Reasons for the funds unspent by the entity	The balance was on commitments, due to delays on procurement.
Reasons for deviations on performance	Due to payments delays.
Measures taken to improve performance	Continuous consultation with all relevant role-players.
Monitoring mechanism by the receiving department	Treasury Infrastructure Review Model.

7. DONOR FUNDS

7.1. Donor Funds Received

n/a

8. CAPITAL INVESTMENT

8.1. Capital investment, maintenance and asset management plan

8.1.1. Asset Management Plan

By the end of financial 2014/2015, the status of asset management in the Department was as indicated below:

- Asset Verification: 100% completed
- Room Asset-lists: 100% completed
- Bar-coding: 100% completed
- Completeness of AR: 100% completed

Disposals:

2013/2014 outstanding disposals: 100% finalised

- Transport assets: Disposal income: R49 005.00
- Game assets: Disposal income: R13 440 500.00
- Other assets: Disposal income: R 9 688.76

2014/2015 identified disposals: Documented, viewed by Departmental Disposal Committee and finalise the process during
Paper trails for all asset-related transactions: 100% compliant

All prior year Auditor General's findings were corrected in the accounting records (adjustments to opening balances).

8.1.2. Infrastructure Projects

Infrastructure projects	2013/2014			2014/2015		
	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
New and replacement assets	17 313	16 103	1 210	895	358	537
Existing infrastructure assets						
- Upgrades and additions	6 926	4 994	1 932	10 959	9473	1486
- Rehabilitation, renovations and refurbishments						
- Maintenance and repairs	1 800	1 246	553	519	455	64
Infrastructure transfer						
- Current						
- Capital						
Total	26 039	22 343	3 695	12 373	10 286	2 087

8.1.3. Plans to close down or down-grade any current facility

There are no plans to close down or down grade any facility.

8.1.4. Progress made on the maintenance of infrastructure

8.1.4.1. General maintenance

General maintenance is done by contractors close to each Reserve or Resort. This is mainly urgent repair work for e.g. cooler rooms, sewerage pumps, geysers.

8.1.4.2. Major maintenance projects

The following major maintenance projects are receiving attention:

- The repairs to ablution facilities at Krugersdrift dam (Soetdoring N/R)
- Repairs to sewerage systems at Erfenisdam – (Phase 2)
- Repairs to sewerage pipelines at Koppiesdam & repairs to ablution facilities at south side caravan park.
- Install back-up electricity at Sandveld Resort.
- Repair to 2 staff houses at Koppiesdam.

8.14.3. Progress made in addressing the maintenance backlog

The following has been done in an attempt to address the maintenance backlog:

- New updated specification lists has been drawn-up and resubmitted to SCM in order to get contractors to commence with work.
- Requested increased budget for maintenance work.
- Developed a maintenance plan in order to establish priorities against the available budget.

8.15. Details on how asset holding has changed during the period under review (incl. Information on disposals, scrapping and losses)

Additions: R 2 375 197.31
Disposals: R 970 545.64
Theft/Losses: R 81 184.86

8.16. Current status of capital assets

The current state of departmental capital assets in terms of percentages is as follows:

- Good: 28%
- Fair: 70%
- Bad: 2%

PART C: GOVERNANCE



destea

department of
economic, small business development,
tourism and environmental affairs
FREE STATE PROVINCE

ANNUAL REPORT 2014/2015 VOTE NO. 3

1. INTRODUCTION

The Department constantly strives to improve its internal processes to ensure effectiveness and efficiency of business processes. Measures have been put in place to popularise and address issues such as the conflict of interest, code of conduct and the health safety environment. Below is an account of processes followed to address these issues.

2. RISK MANAGEMENT

In line with the terms of reference, Risk Management Framework of National Treasury, directives from Provincial Treasury and the risk management charter, the committee confirms that it has executed its responsibilities as required, mainly the following:

- Reviewed the risk management policy, strategy, risk appetite and tolerance level and advised accordingly
- Evaluated the effectiveness of the mitigating strategies to address risks and reported material findings to the Accounting Officer
- Reviewed the Department's risk identification and assessment methodologies to obtain reasonable assurance about the completeness of the risk register
- Reviewed and acted on any material findings and recommendations by assurance providers on the system of risk management and monitored that appropriate action is instituted to address the identified weaknesses
- Provided proper and timely reports to the accounting officer on the state of the risk management, together with aspects requiring improvement accompanied by the committee's recommendations to address such issues

In addition, the committee was able to develop a comprehensive risk register informed by risk assessments performed throughout the year. From the completed risk register a strategic risk was also developed.

In order to remain focused and with the advice of the audit committee, the committee also identified top 10 risks in the Department which will be subjected to constant monitoring by the committee and management.

The committee also appointed risk champions in each programme to ensure ownership of risks and to assist the risk management committee in the implementation and monitoring of the risk management strategy.

Departmental risk registers are reviewed annually and assessed quarterly in the risk management committee meetings. Internal Audit, AGSA, other relevant reports and inputs from management are used as a basis to identify emerging risks and to update the register accordingly.

The Risk Management Committee met on a quarterly basis and also when necessary to discuss the emerging risks and relevant committee matters. During the 2014/15 financial year, the committee met 6 times to ensure that a sound basis is established on risk management issues.

Risk management is treated as a priority by management. The presentation and discussion of the risk reports remains a standing item in the Executive Management Team and Audit Committee meetings.

The recommendations and resolutions of the committee were communicated to the Accounting Officer on a quarterly basis and the committee is indeed supported by both management and the Accounting Officer. The attendance of meetings is compulsory for all members of the committee.

The entire enterprise risk management process will be monitored, and modified on regular basis. In this way, the system can react dynamically to changing conditions. As a result, the Risk Management Unit has established a reporting method/tool so as to track progress made on addressing risk identified. The Risk Management Unit follows up and verifies information submitted quarterly by managers.

3. FRAUD AND CORRUPTION

The Department had a Fraud Prevention Policy and Plan in place during the period under review. The policy had been disseminated to all employees.

4. MINIMISING CONFLICT OF INTEREST

All bid committee members were required to declare their interest before sitting of meetings. All SCM officials have signed a Code of Conduct.

5. CODE OF CONDUCT

The code of conduct is an instrument that is used in the Public Service to promote and maintain a high standard of professional ethics and good governance. It serves as a guideline to all public servants in various categories/levels and controls their relations in various ways, namely:-

- The relationship with the legislature and the executive
- The relationship with the public
- The relationship among employees
- The performance of duties
- Personal conduct and private interest

The implementation of the Code ensures that there is uniformity in the Public Service with regard to service delivery. It also improves loyalty and brings control, compliance, as well as prevention of corruption.

Each employee in the department has been given a Code of Conduct which is written in the language of his or her choice and all the newly appointed employees are given a copy of the code on the day they assume duty. The code was also thoroughly explained to the newly appointed employees during their induction. Furthermore, quarterly workshops were conducted on the code.

The above indicated actions contribute towards the understanding of the code by the employees in terms of how to conduct themselves once they are employed in the Public Service. In cases the code is violated, the necessary disciplinary actions are taken against the perpetrators.

6. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

According to the Occupational Health and Safety Act no 181 of 1993, Occupational health and Safety aim “to provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith”.

The following are some of the examples of risks\hazards that are identified and addressed through this Act:

- Chemical hazards e.g. exposure to high or low temperature, high level of noise, such hazard can affect your concentration or lead to a possibility to accidents.
- Physical hazards e.g. Gases, dust, high level of industrial chemicals that can poison your body, affect lungs and the ability to breath.
- Biological hazards e.g. organisms can be passed from one person to the other or animal to a person (people working in abattoirs with animals etc.
- Mechanical hazards e.g. moving parts or energy sources a broad range of machinery and equipment are high source of danger (can cause cuts, crush injuries, amputations and fractures).
- Ergonomic hazards e.g. working in cramp positions or spaces, poor lighting, poor seating, or standing for long period (exposure to eye strain, backache, wrist strain and sore shoulders.
- Psycho social hazards e.g. poor work place organisation such as “speed up “processes occur in various work places.
- Behavioural hazards e.g. non compliance with standards, lack of skills, new tasks.
- Environmental hazards e.g. general conditions that are present in and surrounding workplace (containment of water or air).

A departmental Health and Safety Committee has been established. The members of the Committee were trained on Occupational Health and Safety (OHS) Act and First Aid Level 1 and 2. The main responsibility of the Committee members is to conduct health and safety inspections at their respective workplaces. Their findings are reported to the Employee Health and Wellness unit who in turn submit a report with recommendations to the Head of Department.

Health hazards that have been identified and not timorously attended to, have a negative impact on the health and morale of the departmental employees. In order to minimise the risks, a certain amount of the allocated budget has been set aside to correct the identified hazards. Health threatening hazards are prioritised in accordance with the available budget.

7. PORTFOLIO COMMITTEES

The Portfolio Committee raised the following issues during the year under review:

- Tshiami IDZ Progress
- Progress on the N3 development
- IDZ Proclamation by the DTI Minister
- Phillip Saunders Resort
- Expenditure on catering and entertainment
- SMS Performance bonuses
- Vrede Dairy
- Filling of key positions
- Assets
- Internal controls

8. SCOPA RESOLUTIONS

RESOLUTION NO.	SUBJECT	DETAILS	RESPONSE BY THE DEPARTMENT	STATUS OF RESOLVE
16 / 2013: par. 1	Code of Conduct:	Code of Conduct: Developing, communicating, implementing and monitoring compliance with the code of conduct;	Communicating with managers with regards to compliance by officials	Compliance is monitored on the regular basis 75%
	Code of Conduct:	Code of Conduct: Ensure employees are properly trained and understand the code of conduct;	Conduct Training	Training conducted 100%
	Enforcement of PFMA: IA	Enforcement of PFMA: IA Effective use of the internal audit function were there were non-compliance matters reported	Internal Audit to include matters raised by AG during the audit of each project	Considering the work of AG when conduct each of Internal Audit assignment 50%
16 / 2013: Par. 2	Procurement Function:	Procurement Function: Provincial Treasury must assess the procurement and provisioning systems as well as compliance with SCM legislative requirements of all departments and entities and provide the assessment report on all deficiencies with recommendations to the Accounting Officers/Authorities before 31 May 2013.	N/A	N/A
	Procurement Function:	Procurement Function: Accounting Officers/Authorities must within 30 days from receipt of this assessment develop a remedial action plan with responsibility and timeframe for execution as well as supervision to implement the recommendations of Provincial Treasury and to resolve all matters before 30 October 2013. A bi-monthly progress report on implementation signed off by the Accounting Officer/ Authority should be submitted to Treasury. Accounting Officer/Authority should identify none or poor performance and institute disciplinary actions	Action plan will be developed to address none or poor performance.	Monthly monitoring 75%

RESOLUTION NO.	SUBJECT	DETAILS	RESPONSIBLE BY THE DEPARTMENT	STATUS OF RESOLVE
16/2013: Par 3	Asset Management:	<p>Asset Management: Provincial Treasury should implement measures, monitor and report on quarterly basis on the following:</p> <ul style="list-style-type: none"> • Status of LOGIS asset register of all departments • Completeness, existence and valuation of assets(including immovable assets) • Compliance with relevant Legislative requirements. (Treasury Only) 	N/A	N/A

Asset Management:	<p>Asset Management: The Accounting Officer must within 30 days from the tabling and adoption of this resolution by the Legislature develop a remedial action plan with responsibilities and timeframes to ensure the following:</p> <ul style="list-style-type: none"> • Asset register is converted to LOGIS Asset register, within timeframes indicated by National Treasury. • Critical funded vacancies are filled within 3 months. • Adequate skills to fulfill asset management functions. • Completeness, existence and accurate valuation of assets • Effective management of Work in Progress related to Infrastructure • Effective contract management. • Compliance with Physical Asset management KPI's issued by Provincial Treasury 	<p>Action plan has been developed and monitored on the monthly basis. The unit is in the process of rectifying the asset register and it will be converted to LOGIS once it is correct and verified. The post for the Director has been advertised and interviews were held. Department is complying with Physical Asset management KPIs</p>	<p>Action plan has been developed and monitored on the monthly basis. The unit is in the process of rectifying the asset register and it will be converted to LOGIS once it is correct and verified. The post for the Director has been advertised and interviews were held. Department is complying with Physical Asset management KPIs</p> <p>75%</p>
Asset Management:	<p>Asset Management: Asset Manager must provide a detail report before 30 April 2013 to this Committee regarding the following information:</p> <ul style="list-style-type: none"> • Consultants/contract workers used since 2011/12 till date of report; • Scope of appointments; • Period of appointment/s; • Cost implication; • Skills transferred; • Outcome/achievements versus scope; • Number and level of vacancies in Asset management during each period of appointment of consultants/contract workers. 	<p>The consultants were appointment to assist to correct Asset register. They are monitored regularly and meetings are held on the weekly basis to determine progress. The skills are transferred to departmental officials so that they can be able to perform the task in the future</p>	<p>The consultants were appointment to assist to correct Asset register. They are monitored regularly and meetings are held on the weekly basis to determine progress. The skills are transferred to departmental officials so that they can be able to perform the task in the future</p> <p>75%</p>

Predetermined Objectives:	Predetermined Objectives: Implement control measures which will prevent such findings in future financial years. These controls measures must be able to ensure the following: <ul style="list-style-type: none"> • Reported indicators on the predetermined objectives are accurate when compared to the source information, • The actual relevant performance must be valid when compared to the evidence provided, • The information reported is completed with reference to the reported information, • Indicators are clear and well defined to ensure that actual performance are consistent and measurable • The indicators and the targets must be consistent to the planned objectives. • Effective monitoring of financial and performance information on quarterly basis. • Sufficient capacity both resources and skills exist in Strategic Planning and Monitoring unit to comply with requirements of pre- determined objective. The Accounting Officer/Authority must request monthly management, monitoring and reporting on the status of implementation of this action plan from the CFO and institute disciplinary actions against relevant officials for poor performance.	Develop and implement a Planning and Monitoring policy. Establish a reporting Coordinators Forum to improve the credibility of reports. Create a Public Folder on the intranet to serve as a central record keeping system. Create an Audit Evidence Register for all four programmes. Develop and implement Key Control for M&E Develop and Implement a Non-Compliance Register	Policy developed and implemented Forum established and functional Folders created In progress In progress 75%
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Predetermined Objectives:	<p>Predetermined Objectives:</p> <p>The above mentioned matters should be included in the jobs descriptions / relevant agreements to ensure that disciplinary action can be instituted if the findings are not effectively addressed in 2013/2014 financial year.</p> <p>The Accounting Officer must request monthly management, monitoring and reporting on the status of implementation of this action plan from the CFO and institute disciplinary actions against relevant officials for poor performance.</p>	The job description will be reviewed to include control measures for the predetermined objectives	<p>• Reported indicators on the predetermined objectives are accurate when compared to the source information,</p> <p>75%</p>
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RESOLUTION NO.	SUBJECT	DETAILS	RESPONSIBLE BY THE DEPARTMENT	STATUS OF RESOLVE
16/2013: par. 5	Slow implementation of AG findings:	<p>Slow implementation of AG findings:</p> <p>Provincial Treasury in future will issue an enforcement letter to the responsible Accounting Officer or Accounting Authority before 30 August 2012 to account for transgression of non-compliance based on the relevant Audit reports and management letters. The non-compliance or transgression should be based on the following:</p> <ul style="list-style-type: none"> • Audit opinion; • Unauthorised, irregular as well as fruitless and wasteful expenditure; • Strategic planning, budget management and Predetermined objectives; • Expenditure, revenue, assets and liabilities; 	<p>N/A</p> <p>enforcement letter to the responsible Accounting Officer or Accounting Authority before 30 August 2012 to account for transgression of non-compliance based on the relevant</p>	N/A

Slow implementation of AG findings:	Slow implementation of AG findings: <ul style="list-style-type: none"> • Submit within 30 days a report of disciplinary steps taken against official(s) who have failed to execute their duties properly which contributed to the findings included in Provincial Treasury enforcement letter, mentioned above; • Comply with the national and provincial requirements related to remedial action plan content and timeframes and they must hold the CFO in terms of Treasury Regulations 2.1 responsible to ensure that the root causes are addressed and the remedial action plan is effectively implemented. None or poor performance identified during assessment must be addressed; • Audit Committees should cover progress with the rectification of prior audit findings in their quarterly reports to Executive Authorities and submit a copy via Provincial Treasury to this Portfolio Committee. 	Action plan has been developed and monitored on the monthly basis. None or poor performance is identified and addressed. Progress report is reported to Audit committee during their meeting	Action plan has been developed and monitored on the monthly. 75%
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RESOLUTION NO.	SUBJECT	DETAILS	RESPONSIBLE BY THE DEPARTMENT	STATUS OF RESOLVE
16/ 2013: par.7	Splitting of departmental functions:	Splitting of departmental functions: Before the split of the departmental functions before taking place the following must be considered/ executed: <ul style="list-style-type: none"> • A proper detailed analysis should be performed to determine the impact in terms of sustainability, viability, splitting of resources in line with the applicable legislation and guidelines, • The report must include the cost analysis for establishment of the new department, to determine that the budget will address the required resources. • The implementation date for the transfer of functions must allow for proper administration process to sustain sound financial management. 	To ensure that the plan is properly documented before the split of the function takes place	There are no current split of department functions in the department 100%

16/2013: par. 8	Effectiveness of the Public Entities:	Effectiveness of the Public Entities: Provide a detailed analysis of the current fees as compared to the market related tariffs with other provinces.	N/A	N/A
	Effectiveness of the Public Entities:	Effectiveness of the Public Entities: Therefore, the entity must implement a fee structure which is consistent across the entities.	N/A	N/A
16/ 2013: par. 8	Effectiveness of the Public Entities:	Effectiveness of the Public Entities: Accounting Authority should: Review the budget allocation versus the objectives of these entities and exercise control to prevent these huge escalations in remuneration cost;	The department is evaluating budget allocation of the entities on the annual basis	The budget allocation for the entities is reviewed. The allocation letters have been send to the entities 75%
	Effectiveness of the Public Entities:	Effectiveness of the Public Entities: Accounting Officer should: Effectively address the deficit of the Gambling and Liquor Authority;	The HOD is holding monthly meetings with the entity to address deficit	Meetings are held on the monthly basis 75%
	Effectiveness of the Public Entities:	Effectiveness of the Public Entities: Accounting Officer should: Review the continuation of Tourism Authority versus executing these functions in the department.	The department is reviewing the continuation of the entity.	Stakeholders are consulted 75%
RESOLUTION NO.	SUBJECT	DETAILS	RESPONSIBLE BY THE DEPARTMENT	STATUS OF RESOLVE
16/ 2013: 9	Redundant Staff:	Redundant Staff: Accounting Authority must ensure that those officials are allocated functions which must be outlined on the job description.	N/A	N/A
16/ 2013: par. 11	Audit Committees:	Audit Committees: AO & AA must develop mechanisms that will ensure that the management submits responses to the internal audit reports.	Internal Audit report to be discussed at Executive Management Team (EMT) and Risk Management meetings	Progress report discussed at EMT and Risk Management meeting 50%

9. PRIOR MODIFICATIONS TO 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
n/a		

10. INTERNAL CONTROL UNIT

The Internal Control Unit is not yet fully established. Only one official was transferred to the unit during February 2015 for the verification of S&T Claims. Most of the internal control functions are still performed in individual sections of the Strategic Financial Management Chief Directorate.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Internal Audit unit is independent of management and reports directly to the Audit Committee. A three year rolling plan and risk based annual operational plans were prepared by the Internal Audit Directorate and approved by the Audit Committee. The Audit Committee is of the opinion that the control environment needs improvement to provide reasonable assurance that risks are appropriately managed and that applicable legislation is adhered to. Management had implemented corrective action where possible to ensure controls are in place and operating as intended. The Audit Committee reports that it has developed its terms of reference (Charter). The Audit further reports that the committee has regulated its affairs in accordance with the Approved Audit Committee Charter.

12. REPORT OF THE AUDIT COMMITTEE

We are pleased to present our report for the financial year ended 31 March 2015.

Audit Committee Members and Attendees

The Audit Committee consists of the following members listed hereunder and met 4 times as per its approved terms of reference.

Name of Member	Number of Meetings attended
W Rooifontein (Chairperson)	05
H Mohane	05
NB Dyeyi	05
K Mackerduth	01

12. REPORT OF THE AUDIT COMMITTEE

Audit Committee Responsibility

The Committee reports that it has operated and performed its oversight responsibilities independently and objectively in compliance with section 38 (1) (a) of the PFMA and Treasury Regulations 3.1. The Audit Committee has adopted appropriate formal terms of reference in its Audit Committee Charter. The Committee has also regulated its affairs in compliance with the Charter and has discharged its responsibilities as contained therein. The Audit Committee is an advisory Committee of the Department operating with an independent and objective overview role.

The Effectiveness of Internal Control and Risk Management

The system of internal control applied by the Department over financial risk and risk management is effective, efficient and transparent. However, deficiencies were noted in controls in certain areas as reported by the Internal Auditors.

In line with the PFMA and the guidelines from King III Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes.

From the various reports of the Internal Auditors it was noted that no further matters were reported that indicates material deficiencies in the system of internal control or any deviations. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

The following internal audit work was completed during the year under review:

- 2013/14 Annual Financial Statements
- Environmental Empowerment
- Logistic
- Asset Management
- Buy Back Centres
- IT Governance
- Biodiversity and Conservation
- Follow up on Public Entities
- Follow up on Sundry Payments
- 2014/15 Interim Financial Statements
- 2014/15 Annual Performance Plan
- 2014/15 Dash Board
- 2014/15 MPAT
- Development and Maintenance of infrastructure
- LOGIS System

The following were areas of concern:

- Assets
- Shortage of staff at reserves and resorts
- Public Works not developing and maintaining infrastructure in accordance with departmental plan.
- Evidence on quarterly targets achieved not found

Management is currently working towards resolving the above areas of concern.

In-Year Management and Monthly/Quarterly Report

Quarterly Financial as well as Strategic Planning reports were submitted to Provincial Treasury as required by the PFMA. These reports were reviewed by the Audit Committee and recommendations were implemented to improve the usefulness of the Reports.

Evaluation of Financial Statements

We have reviewed the following:

- The audited annual financial statements and information on predetermined objectives in the annual report in conjunction with the AG and the Accounting Officer,
- The AG's management report and responses thereto provided by management,
- Any changes in accounting policies and practices,
- The Department's compliance with legal and regulatory provisions and have made certain recommendations and
- The significant audit adjustments.

Internal audit

Internal audit is due for an external quality review which will be commissioned by Treasury in 2016. The external review is done every 5 years. The internal review is performed annually.

The Audit Committee is satisfied that the internal audit function operated effectively during the year under review and that it has addressed the risks pertinent to the departments during its audits.

Auditor General's Report

The Audit Committee concurs and accepts AG's conclusions on the annual financial statements and is of the opinion that the audited annual financial statements must be accepted and read together with the report of the AG.



Mr. W Rooifontein
Chairperson of the Audit Committee
Economic, Small Business Development, Tourism and Environmental Affairs
31 July 2015

PART D: HUMAN RESOURCE MANAGEMENT



destea

department of
economic, small business development,
tourism and environmental affairs
FREE STATE PROVINCE

ANNUAL REPORT 2014/2015
VOTE NO. 3

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 departmental Human Resource Management Chief Directorate comprises of the following Directorates:

- Human Resource Administration Directorate
- Organisational and Human Resource Development Directorate
- Government Information Technology and Knowledge Management

During the period indicated, the department recruited 28 employees and as at end of 31 March 2015 and currently there are 710 officials in the department. Of the 710 employees, 623 are appointed on a permanent basis, 64 are on contract and 23 are on learnership. 35 employees left the department during the last financial year and the turnover rate is 5.32%. The stability rate in the department during the last financial year was 94.72%.

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

- 16 critical posts have been identified to be filled during the 2015/16 financial year. The department will have requisite skills in order to carry out its mandate.
- To provide 10 training programmes in order to ensure a well-developed, competent workforce.
- To provide a comprehensive employee health and wellness programme by offering treatment, care and support to the departmental employees and their families.
- To maintain sound labour peace in order to have a well-disciplined workforce.
- To ensure that the structure is aligned to the strategy so as to respond appropriately to the organisational mandates.

Workforce planning and key strategies to attract and recruit a skilled and capable workforce.

- Scarce skills are needed in the fields of Economic Development and Environmental Management. With regard to Economic Development, there is a dire shortage of the requisite skills such as Economic Researchers, Economists and Industrial Economist. There is a shortage of Environmental Scientists under Environmental Management- these skills are available but there are no reserves. In order to recruit the requisite skills, bursaries will be allocated and career exhibitions will be held at various higher education institutions to recruit learners into these scarce skills. Training programmes will also be targeted at developing these skills internally.

Employee performance management framework

- The Performance Management and Development System is in place in the department and is implemented and monitored as prescribed by provincial policies and national directives.

Workforce planning and key strategies to attract and recruit a skilled and capable workforce.

Employee wellness programmes

- The Department has appointed an external service provider to roll out a comprehensive wellness programme so as to ensure that care, treatment and support is provided to the departmental employees and their families.

Highlight achievements and challenges faced by the department, as well as future human resource plans /goals.

Highlight/ achievements

- Four (4) female SMS members were recruited.
- The implementation of Nature Conservation Resource Guardianship Learnership for 22 employees.

Challenges faced by the department

- Inadequate training and compensation budget.
- Filling of vacant and funded posts within the prescribed time-frames.
- Timeous resolution of appeals submitted.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1. Personnel related expenditure

The following tables summarises the final audited personnel related expenditure by programme and by salary bands. In particular, it provides an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2014 and 31 March 2015

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services Expenditure (R'000)	Personnel Expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	123 749	75 210	1 330	269	61%	1%
Environmental Affairs	125 367	89 522	38	120	71%	3%
Economic Development	120 852	24 522	34	8 975	20%	7%
Tourism	59 805	5 930	-	-	10%	12%
TOTAL	429 773	195 184	1 402	9 364	45%	1%

Table 3.1.2 Personnel costs by salary band for the period 1 April 2014 and 31 March 2015

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)	11 528	5.5	84	137 238
Skilled (level 3-5)	37 973	18.2	235	161 587
Highly skilled production (levels 6-8)	54 195	26	172	315 087
Highly skilled supervision (levels 9-12)	53 300	25.6	100	533 000
Senior and Top management (levels 13-16)	26 903	12.9	25	1 076 120
Contract Workers	14 710	7.0	95	154 842
Total	198 609	95.4	711	279338

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2014 and 31 March 2015

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	51 900	73.2	87	.2	1 880	2.7	2 341	3.3
Environmental Affairs	61 568	62.7	1326	1.4	3477	3.5	5646	5.8
Economic Development	23 245	73.3	20	0	825	5.2	1 172	4.3
Tourism	4 537	68.3	0	0	180	2.7	258	3.9
TOTAL	141 250	67.8	1 433	0.7	6 362	3.1	9 417	4.5

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2014 and 31 March 2015

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 (level 1-2)	7197	58	235	1.9	899	7.2	1262	10.2
Skilled (level 3-5)	24435	63.6	519	1.4	2417	6.3	3664	9.5
Highly skilled production (levels 6-8)	36924	65.2	286	0.5	1688	3	2879	5.1
Highly skilled supervision (levels 9-12)	38170	67	363	0.6	886	1.6	1373	2.4
Senior management (level 13-16)	21505	75.9	0	0	401	1.4	206	0.7
Contracts (Levels 1-2)	1777	94.1	3	0.2	8	0.4	0	0
Contracts (Levels 3-5)	3427	89.8	12	0.3	3	0.1	0	0
Contracts (Levels 6-8)	3094	94.6	0	0	11	0.3	12	0.4
Contracts (Levels 9-12)	2098	69.9	14	0.5	14	0.5	19	0.6
Contracts (Levels 13-16)	2623	78.5	0	0	36	1.1	0	0
Total	141250	67.8	1433	0.7	6363	3.1	9415	4.5

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:

- programme
- salary band
- critical occupations

Table 3.2.1 Employment and vacancies by programme as on 31 March 2015

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	262	191	27.10%	64
Environmental Affairs	449	352	21.60%	28
Economic Development	106	65	38.68%	31
Tourism	20	15	25%	5
Total	837	623	25.57%	128

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2015

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	132	83	37.12%	25
Skilled(3-5)	293	239	18.43%	39
Highly skilled production (6-8)	223	175	21.53%	40
Highly skilled supervision (9-12)	147	100	31.97%	14
Senior management (13-16)	42	26	38.10%	10
Total	837	623	25.57%	128

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2015

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Top Management (15-16)	3	2	33.33%	1
Senior Management (13-14)	39	24	38.46%	9
Middle Management & Professionals (11-12)	58	40	31.03%	9
Junior Management & Supervisors (8-10)	145	109	24.83%	12
Administrative Office Workers & related (5-7)	251	183	27.09%	46
Elementary & Semi Skilled (1-4)	341	265	22.29%	51
Total	837	623	25.57%	128

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 time frames and disciplinary steps taken.

Table 3.3.1 SMS post information as on 31 March 2015

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	0	0	0%	0	0%
Salary Level 15	2	1	50%	1	50%
Salary Level 14	8	3	37.50%	5	62.50%
Salary Level 13	31	21	67.74%	10	32.26%
Total	42	26	61.90%	16	38.10%

Table 3.3.2 SMS post information as on 30 September 2014

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	0	0	0%	0	0%
Salary Level 15	2	1	50%	1	50%
Salary Level 14	8	4	50%	4	50%
Salary Level 13	27	21	77.78%	6	22.22%
Total	38	27	71.05%	11	28.95%

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2014 and 31 March 2015

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	1	0
Salary Level 13	3	3	0
Total	3	4	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 2014 and 31 March 2015**Reasons for vacancies not advertised within twelve months*

n/a

Reasons for vacancies not filled within six months

n/a

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 2014 and 31 March 2015

<i>Reasons for vacancies not advertised within six months</i>
n/a

<i>Reasons for vacancies not filled within six months</i>
Due to change in mandate, i.e., establishment of Small Business Development, priority was given filling of posts within this Chief Directorate.

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.

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2014 and 31 March 2015

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded	Posts downgraded	Salary band	Number of posts on approved establishment
Lower Skilled (Levels 1-2)	132	0	0%	0	0	0	132
Skilled (Levels 3-5)	293	2	0.68%	0	0	0	293
Highly skilled production (Levels 6-8)	223	6	2.6%	0	0	0	223
Highly skilled supervision (Levels 9-12)	147	10	6.8%	0	0	0	147
Senior Management Service Band A	31	10	32.3%	0	0	0	31
Senior Management Service Band B	8	4	50%	0	0	0	8
Senior Management Service Band C	2	1	50%	0	0	0	2
Senior Management Service Band D	1	0	0%	0	0	0	1
Total	837	33	3.9%	0	0	0	837

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 2014 and 31 March 2015

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
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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 2014 and 31 March 2015

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Deputy Director: Forensic, IT and Environmental Auditing	1	11	12	Counteroffer
Logistics Practitioner	1	7	8	Transferred with retention of salary level
Environmental Officer Production Grade B	1	OSD	OSD	Counteroffer

PMDS Practitioner	2	7	8	Transferred with retention of salary level
Labour Relations Officer	3	7	8	Downgrading of post due to national benchmark
Senior Health and Productivity Practitioner	1	8	9	Transferred with retention of salary level
Administrative Clerk	4	5	6	Downgrading of post due to national benchmark
Administrative Clerk	4	5	7	Downgrading of post due to national benchmark
Trade and Industry Advisor	2	7	8	Downgrade due to job evaluation
Deputy Director: IT	1	11	12	Transferred with retention of salary level
Trade Advisor	1	7	8	Transferred with retention of salary level
Personnel Officer	1	5	7	Transferred with retention of salary level
Assistant Director: Property Management	1	9	11	Transferred with retention of salary level
Assistant Director: Lejweleputswa Service Centre	1	9	11	Transferred with retention of salary level

General Foreman	1	4	5	Transferred with retention of salary level
Deputy Director: Fleet Management	1	11	12	Transferred with retention of salary level
Deputy Director: Institutional Monitoring and Evaluation	1	11	12	Transferred with retention of salary level
Trade Advisor	1	7	11	Transferred with retention of salary level
Deputy Director: Asset Management	1	11	12	Counteroffer
Strategic Planning Practitioner	1	7	9	Counteroffer
Total number of employees whose salaries exceeded the level determined by job evaluation				30
Percentage of total employed				4.8%

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 2014 and 31 March 2015

Gender	African	Asian	Coloured	White	Total
Female	12	0	0	7	19
Male	10	0	0	1	11
Total	22	0	0	8	30

Employees with a disability					0
Employees with a disability	0	0	0	0	0

3.5. Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupations.

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2014 and 31 March 2015

Salary Band	Number of employees at beginning of period-April 2014	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	94	0	3	3.2%
Skilled (Levels3-5)	248	5	19	7.7%
Highly skilled production (Levels 6-8)	178	5	7	3.9%
Highly skilled supervision (Levels 9-12)	98	8	3	3.1%
Senior Management Service Bands A	18	4	2	11.1%
Senior Management Service Bands B	2	0	1	50%
Senior Management Service Bands C	2	0	0	0%
Senior Management Service Bands D	1	0	0	0%
Contracts	33	32	1	3%
Total	674	54	36	5.3%

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2014 and 31 March 2015

Critical Occupation	Number of employees at beginning of period-April 2014	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Top Management (15-16)	3	0	0	0%
Senior Management (13-14)	20	4	3	15%
Middle Management & Professionals (11-12)	39	3	2	5.1%
Junior Management & Supervisors (8-10)	112	8	7	6.25%
Administrative Office Workers & related (5-7)	183	5	4	2.1%
Elementary & Semi Skilled (1-4)	284	2	19	2.2%
TOTAL	641	22	35	5.5%

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 2014 and 31 March 2015

Termination Type	Number	% of Total Resignations
Death	6	17.14%
Resignation	3	8.57%
Expiry of contract	2	5.71%
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	3	8.57%
Retirement	10	28.57%
Transfer to other Public Service Departments	11	31.43%
Other	0	0
Total	35	-
Total number of employees who left as a % of total employment		5.32%

Table 3.5.4 Promotions by critical occupation for the period 1 April 2014 and 31 March 2015

Occupation	Employees 1 April 2014	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
Top Management (15-16)	3	0	0	0	0%
Senior Management (13-14)	20	1	5.0%	6	30%
Middle Management & Professionals (11-12)	39	2	5.13%	7	17.9%
Junior Management & Supervisors (8-10)	112	0	0	23	20.5%
Administrative Office Workers & related (5-7)	183	1	0.55%	34	18.6%
Elementary & Semi Skilled (1-4)	284	2	0.70%	128	45.1%
TOTAL	641	6	0.94%	198	30.9%

Table 3.5.5 Promotions by salary band for the period 1 April 2014 and 31 March 2015

Salary Band	Employees 1 April 2014	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)	94	0	0%	32	34%
Skilled (Levels 3-5)	248	2	0.81%	111	44.8%
Highly skilled production (Levels 6-8)	178	1	0.56%	28	15.7%
Highly skilled supervision (Levels 9-12)	98	2	2.04%	21	21.4%
Senior Management (Level 13-16)	23	1	4.35%	6	26.1%
Total	641	6	0.94%	198	30.9%

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 2015

Occupational category	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Legislators, senior officials and managers	42	2	0	34	38	0	1	3	120
Professionals	1	0	0	5	0	0	0	1	7
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	98	4	0	10	98	2	0	20	232
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
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	182	2	0	4	72	4	0	1	265
Total	323	8	0	53	208	6	1	25	624
Employees with disabilities	2	0	0	1	1	0	0	0	4

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2015

Occupational Band	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	2	0	0	0	0	0	0	0	2
Senior Management	12	0	0	2	9	0	1	0	24
Professionally qualified and experienced specialists and mid-management	18	1	0	9	11	0	0	1	40
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	108	5	0	38	116	2	0	23	292
Semi-skilled and discretionary decision making	137	1	0	2	42	0	0	0	182
Unskilled and defined decision making	45	1	0	2	30	4	0	1	83
Total	322	8	0	53	208	6	1	25	623
Employees with disabilities	2	0	0	1	1	0	0	0	4

Table 3.6.3 Recruitment for the period 1 April 2014 and 31 March 2015

Occupational Band	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	4	0	0	0	4
Professionally qualified and experienced specialists and mid-management	0	0	0	0	3	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	11	0	0	0	13
Semi-skilled and discretionary decision making	2	0	0	0	0	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	4	0	0	0	18	0	0	0	22
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 Promotions for the period 1 April 2014 and 31 March 2015

Occupational Band	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
<i>Top Management</i>	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	1	0	0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	0	1	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	2	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	2	0	0	0	4	0	0	0	6
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 Terminations for the period 1 April 2014 and 31 March 2015

Occupational Band	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	1	0	0	0	3
Professionally qualified and experienced specialists and mid-management	1	0	0	1	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	5	0	0	1	2	0	0	2	10
Semi-skilled and discretionary decision making	17	0	0	0	0	0	0	0	17
Unskilled and defined decision making	3	0	0	0	0	0	0	0	3
Total	28	0	0	2	3	0	0	2	35
Employees with Disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.6 Disciplinary action for the period 1 April 2014 and 31 March 2015

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Written warning	0	0	0	0	0	0	0	0	0
Final Written warning	2	0	0	0	0	0	0	0	2

Table 3.6.7 Skills development for the period 1 April 2014 to 31 March 2015

Occupational category	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Legislators, senior officials and managers	16	2	0	19	15	0	0	0	52
Professionals	0	0	0	0	0	0	0	0	0
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	44	0	0	0	46	0	0	6	96
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
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	31	0	0	0	19	0	0	0	50
Total	91	2	0	19	80	0	0	6	198
Employees with disabilities	1	0	0	0	0	0	0	0	1

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 March 2015

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	3,7%
Salary Level 16	0	0	0	0
Salary Level 15	2	2	2	7,4%
Salary Level 14	8	3	3	11%
Salary Level 13	31	21	21	77,78%
Total	42	27	27	100%

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2015

Reasons
n/a

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2015

Reasons
n/a

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.

*Table 3.8.1 Performance Rewards by race, gender and disability for the period
1 April 2013 and 31 March 2014*

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	134	339	41.41%	1,085	8 097
Female	111	226	63.6	1,074	9 674
Asian					
Male	0	0	0	0	0
Female	0	0	0	0	0
Coloured					
Male	3	4	75%	59	19 666
Female	5	5	100%	30	6 000
White					
Male	34	49	69,38%	593	17 441
Female	19	24	79.16%	200	1052
Total	306	641	48%	3 041	9 937

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2013 to 31 March 2014

Salary band	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
Lower Skilled (Levels 1-2)	47	90	52,22%	162	3446	0,085%
Skilled (level 3-5)	73	240	30.41%	342	4684	0.18%
Highly skilled production (level 6-8)	120	165	72.72%	1057	8808	0.55%
Highly skilled supervision (level 9-12)	60	72	83.33%	1157	19283	0.6%
Total	300	567	52%	2718	9060	1.4%

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2013 to 31 March 2014

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Legislators, senior officials and managers	99	120	82%	2231	22535
Technicians and associate professionals	5	7	71%	38	7600
Administrative Office Workers	83	239	34%	361	4349
Elementary occupations	119	275	43%	410	3445
Total	306	641	47%	3040	9934

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2013 to 31 March 2014

Salary Band	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
Salary Band						
Band A	5	12	41,66%	262	52400	0,13%
Band B	1	3	33,33%	61	60987	0,03%
Band C	0	0	0	0	0	0
Band D	0	1	0	0	0	0%
Total	6	16	37,5%	323	113294	0,16%

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 2014 and 31 March 2015

Salary Band	01 April 2014		31 March 2015		Change	
	Number	% of total	Number	% of total	Number	% Change
Lower skilled	0	0	0	0	0	0
Highly skilled production (Lev. 6-8)	0	0	0	0	0	0
Highly skilled supervision (Lev. 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 2014 and 31 March 2015

Major occupation	01 April 2014		31 March 2015		Change	
	Number	% of total	Number	% of total	Number	% Change
n/a						

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 2014 to 31 December 2015

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 (Level 1-2)	624	94.1	62	14.2	10	234
Skilled (levels 3-5)	1362	95.6	180	41.2	8	852
Highly skilled production (levels 6-8)	783	71.4	113	25.9	7	680
Highly skilled supervision (levels 9 -12)	422	92.8	57	13	7	363
Top and Senior management (levels 13-16)	67	94.85	11	2.5	6	222
Total	3258	91.5	437	100	8	2351

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2014 to 31 December 2015

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 skilled (Levels 1-2)	318	100	17	50	18	77,4
Skilled (Levels 3-5)	330	100	10	29	33	69, 6
Highly skilled production (Levels 6-8)	34	100	5	15	7	18,4
Highly skilled supervision (Levels 9-12)	2	100	1	3	2	2, 2
Senior management (Levels 13-16)	57	100	1	3	29	368, 4
Total	740	100	34	100	22	536

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 3.10.3 Annual Leave for the period 1 January 2014 to 31 December 2015

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Lower skilled (Levels 1-2)	2221	86	26
Skilled Levels 3-5)	7010	242	29
Highly skilled production (Levels 6-8)	3979	176	23
Highly skilled supervision(Levels 9-12)	2425	97	25
Senior management (Levels 13-16)	632	26	24
Total	16267	627	26

Table 3.10.4 Capped leave for the period 1 January 2014 to 31 December 2015

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 2015
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

The following table summarise payments made to employees as a result of leave that was not taken.

Table 3.10.5 Leave payouts for the period 1 April 2014 and 31 March 2015

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2014/15 due to non-utilisation of leave for the previous cycle	224, 6	6	37, 4
Capped leave payouts on termination of service for 2014/15	695, 5	17	40, 9
Current leave payout on termination of service for 2014/15	813, 5	26	31, 2
Total	1733, 7	49	109, 6

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
1. Cleaners	HIV, Counselling and Testing (HCT), education and awareness Provision of Personal Protective Equipment (PPE) and Occupational Health and Safety (OHS) Inspections
2. Peer educators	HCT, First Aid training and provision of First Aid equipment
3. Officials working and living at Resorts and Reserves, away from their homes	HCT, education and awareness, condom demonstration and distribution
4. Officials working at abattoir and game capture	HCT, education and awareness, provision of PPE and conducting OHS inspections

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Mr JJ Malinga Acting Chief Director: Corporate Services Mr M. Segopa
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.	x		EHW Unit, Six (6) employees Budget: R1.2 M
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	X		HIV Counselling and Testing (HCT) Programme Health Risk Assessments (HRA) Disease Management Programme(DMP) Promotion of Health & Wellness

<p>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.</p>	X		<p>EHWP COMMITTEE</p> <p>Mrs. LGB Molefe(EHWP)</p> <p>Mrs. P.Mothibedi (HEALTH & PRODUCTIVITY)</p> <p>Mrs. M. Ntsiuoa (HIV MANAGEMENT)</p> <p>Ms K Mampe (HIV MANAGEMENT)</p> <p>Ms N Seleokane (WELLNESS)</p> <p>Ms T. Morabe (OHS)</p> <p>PEER EDUCATORS:</p> <p>Ms Puleni</p> <p>Mr. Mokhathi</p> <p>Ms Molokoane</p> <p>Ms Modise</p> <p>Mr. Ramalefane</p> <p>Mr. Kanono</p> <p>Ms Mollo</p> <p>Mr. Moseki</p> <p>Mr. Lesupi</p> <p>Ms Mahlomola</p> <p>Ms Setsetse</p> <p>Mr Sitisho</p> <p>Mr Seisho</p> <p>Mr Nonyane</p> <p>Ms Motsoane</p> <p>Mr Ditabe</p> <p>Mr Makubu</p> <p>Ms Mosikili</p> <p>Ms Dube</p> <p>Ms Menong</p> <p>Mr Senyakanyaka</p> <p>Mr Khauhelo</p> <p>Mr Mokhele</p> <p>Ms Motaung</p> <p>Mr Mamome</p>
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			Mr Lesapo Mr Telane Ms Machogo Mr Motlohi Ms Motsumi Mr Ntomane Ms Phato Mr Seekane Ms Mampe Ms Pulane Ms Sefuba Mr Phangisa
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.		X	-
6. Has the department introduced measures to protect HIV -positive employees or those perceived to be HIV -positive from discrimination? If so, list the key elements of these measures.	X		HIV Policy developed and approved Only Registered Professionals attend to HIV related matters
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	X		HCT Campaigns are held every six months within the department Employees are offered free treatment and support Currently 12 employees are enrolled on Disease Management Programme
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.		X	-

3.12. Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2014 and 31 March 2015

Total number of Collective agreements	None
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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 2014 and 31 March 2015

Total number of Disciplinary hearings finalised	1
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Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2014 and 31 March 2015

- Theft, absenteeism and drunkenness whilst on duty.

Table 3.12.4 Grievances lodged for the period 1 April 2014 and 31 March 2015

Grievances	Number	% of Total
Number of grievances resolved	55	77%
Number of grievances not resolved	16	23%
Total number of grievances lodged	71	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2014 and 31 March 2015

Disputes	Number	% of Total
Number of disputes upheld	2	12.5%
Number of disputes dismissed	12	75%
Number of disputes awaiting set-down	2	12.5%
Total number of disputes lodged	16	100%

Table 3.12.6 Strike actions for the period 1 April 2014 and 31 March 2015

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 2014 and 31 March 2015

Total number of Precautionary Suspensions effected	0
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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 2014 and 31 March 2015

Occupational category	Gender	Number of employees as at 1 April 2014	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	42	0	Project Khaedu Strategic Capability & Leadership	0	6

				<ul style="list-style-type: none"> • People Empowerment & Management • Advanced Project Management • Principles of Monitoring and Evaluation • Occupational Health & Safety • Advanced Presiding Skills • PILIR 		
	Male	78	0	<ul style="list-style-type: none"> • Project Khaedu • Strategic Capability & Leadership • People Empowerment & Management • Advanced Project Management • Principles of Monitoring and Evaluation • Occupational Health & Safety • Advanced Presiding Skills • PILIR 	0	8

Professionals	Female	1	0	0	0	0
	Male	6	0	0	0	0
Technicians and associate professionals	Female	0	0	0	0	0
	Male	0	0	0	0	0
Clerks	Female	120		<ul style="list-style-type: none"> • Fire Arms / Rhino Protection • Advanced Acquisition Management • Contract Management • Logistics Management • Detection & combating bid rigging • Principles of Monitoring & Evaluation • Skills Development Facilitation • Occupational Health & Safety • Computer Literacy: Excel • Advanced Budgeting for Public Service • Advanced Presiding Skills • Investigating Skills • Minute Taking • Report Writing • Gyroplane Operator 	0	15

	Male	112		<ul style="list-style-type: none"> • Fire Arms / Rhino Protection • Advanced Acquisition Management • Contract Management • Logistics Management • Detection & combating bid rigging • Principles of Monitoring & Evaluation • Skills Development Facilitation • Occupational Health & Safety • Computer Literacy: Excel • Advanced Budgeting for Public Service • Advanced Presiding Skills • Investigating Skills • Minute Taking • Report Writing • Gyroplane Operator 	0	15
Service and sales workers	Female	0	0	0	0	0
	Male	0	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	77	0	<ul style="list-style-type: none"> • General Maintenance • Computer Literacy • Veld Fire Extinguishing • Report Writing 	<ul style="list-style-type: none"> • Adult Basic Education & Training 	5
	Male	188	0	<ul style="list-style-type: none"> • General Maintenance • Computer Literacy • Veld Fire Extinguishing • Report Writing 	<ul style="list-style-type: none"> • Adult Basic Education & Training 	5
Sub Total	Female	240	0	26	1	27
	Male	384	0	26	1	27
Total		624	0	52	2	54

Table 3.13.2 Training provided for the period 1 April 2014 and 31 March 2015

Occupational category	Gender	Number of employees as at 1 April 2014	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	42	0	<ul style="list-style-type: none"> • Principles of Monitoring and Evaluation • Occupational Health & Safety • Advanced Presiding • PILIR • First Aid 	0	5

	Male	78	0	<ul style="list-style-type: none"> • Principles of Monitoring and Evaluation • Occupational Health & Safety • Advanced Presiding • PILIR • First Aid 	0	5
Professionals	Female	1	0	0	0	0
	Male	6	0	0	0	0
Technicians and associate professionals	Female	0	0	0	0	0
	Male	0	0	0	0	0
Clerks	Female	120	0	<ul style="list-style-type: none"> • Principles of Monitoring & Evaluation • Skills Development Facilitation • Occupational Health & Safety • Computer Literacy: Excel • Advanced Budgeting for Public Service • Advanced Presiding Skills • Supply Chain Management • Office Professional Development • PILIR • Industrial Relations • Minute Taking • Report Writing 	0	12

	Male	112	0	<ul style="list-style-type: none"> • Principles of Monitoring & Evaluation • Skills Development Facilitation • Occupational Health & Safety • Computer Literacy: Excel • Advanced Budgeting for Public Service • Advanced Presiding Skills • Supply Chain Management • Office Professional Development • PIILIR • Industrial Relations • Minute Taking • Report Writing 	0	12
Service and sales workers	Female	0	0	0	0	0
	Male	0	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	77	Nature Conservation Resource Guardianship	• Computer Literacy • Report Writing	ABET	4
	Male	188	Nature Conservation Resource Guardianship	• Computer Literacy • Report Writing	ABET	4
Sub Total	Female	240	1	19	1	20
	Male	384	1	19	1	20
Total		624	2	38	2	42

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 2014 and 31 March 2015

Nature of injury on duty	Number	% of total
Required basic medical attention only	4	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	4	0

3.15. Utilisation of Consultants

The following tables relate 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 2014 and 31 March 2015

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
n/a			
Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
n/a			

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2014 and 31 March 2015

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
n/a			

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2014 and 31 March 2015

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
n/a			
Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
n/a			

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2014 and 31 March 2015

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
n/a			

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
n/a			

3.16. Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2014 and 31 March 2015

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)	n/a			
Skilled Levels 3-5)	n/a			
Highly skilled production (Levels 6-8)	n/a			
Highly skilled supervision (Levels 9-12)	n/a			
Senior management (Levels 13-16)	n/a			
Total	n/a			