



The Presidency

ANNUAL REPORT 2003 - 2004



The Presidency Annual Report

2003
2004

Mr Thabo Mvuyelwa Mbeki
President, Republic of South Africa

I have the honour to submit the Annual Report of The Presidency for the period 1 April 2003 to 31 March 2004 in terms of section 40(1)(d) of the Public Finance Management Act, No 1 of 1999.



(Rev.) Frank Chikane

DIRECTOR GENERAL



Our Vision

Excellence in governance for a better life for all.

Our Mission

As the highest Office in the country, The Presidency strives to provide quality professional support to the President, Deputy President and Minister in The Presidency in the execution of their constitutional, oversight and executive responsibilities.

Our Values

The Presidency people

- are responsive and courteous to their clients
- are open to new ideas and innovative ways of providing a service to others
- are loyal, committed and live the principles of *Batho Pele* (“putting people first”)
 - all have a passion for excellence!

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Foreword by the Director General



The Presidency is honoured to present its Annual Report, for the year 2003/2004, to the President of the Republic of South Africa, Mr Thabo Mvuyelwa Mbeki, to Parliament, and to all South Africans.

Indeed, 2003/2004 has been a momentous year in accentuating the great strides resolutely taken by South Africa away from its past of exclusion and discrimination on the basis of colour, class, gender and creed. It was a year that brought us to the cusp of the celebration of the decade of freedom and democracy in our land.

The major milestone of the year under review was the collective effort put into developing the framework for implementing the Cabinet decision to join the ten-year celebrations with the inauguration of the President on 27 April 2004. The Presidency had to take full responsibility for the co-ordination of the Inter-Ministerial and Inter-Departmental task teams set up to prepare for these auspicious events. A project office was established, operating from The Presidency.

It was also during the year 2003/2004 that we completed the process of reconstituting South Africa's national symbols. Following the acceptance by all our people of the National Flag, the National Anthem and the Coat of Arms, the three National Orders had been introduced in 2002. They were the *Order of Mapungubwe*, the *Order of the Baobab* and the *Order of the Companions of O R Tambo*. In 2003 the process was completed with the introduction of the *Order of Luthuli*, the *Order of Ikhamanga* and the *Order of the Mendi Decoration for Bravery*. They were orders consciously designed for the times in which we live, drawing on suitable and expressive names and concepts for an important, unifying and on-going national process of recognition. The year under review has also seen unprecedented successes for our country, both on our continent and abroad. The Presidency's contribution towards and participation in the hosting of the Africa Day Celebrations by South Africa, held on 25 May 2003, was one of the major highlights in this regard. The magnitude and efficient organization of this event confirmed the fact that South Africa is indeed indelibly reintegrated into the African community of nations.

During the period under review the President successfully handed over the Presidency of the African Union (AU) to the President of Mozambique. The New Partnership for Africa's Development (Nepad), the socio-economic plan of the AU which offers hope to Africa and sound investment prospects from abroad, enjoys pride of place globally thanks to the determined

efforts and clear vision of the President and his Nepad-supporting colleagues on the continent.

The Deputy President heads the South African National Aids Council (Sanac) and the Moral Regeneration Movement (MRM) with vision, and his responsibility as the Head of Business in Government has been executed with efficiency, vigour and success.

The Presidency's support for both the President and the Deputy President in their numerous peace missions on the African continent was aptly rewarded when the Democratic Republic of Congo's belligerent factions finally signed a groundbreaking peace treaty and resolved to embark on sustained efforts aimed at rebuilding their country. Similar progress is being made in the peace process in Burundi, holding out hope of securing a lasting settlement for the Burundians. Such developments have immense significance for the emergence of stability, order and growth throughout the continent.

The Presidency has undergone a restructuring process, resulting in a number of new appointments in various branches. Indeed, this Report reflects all significant activities and developments embarked upon by The Presidency staff in fulfilment of their duties.

The key to the successful execution of the obligations and legal duties of the Principals has been the commendable dedication of The Presidency staff, whose diligence and hard work ensured that all three Principals, namely the President, the Deputy President and the Minister in The Presidency, were able to conduct their business nationally and internationally with great success.

As the years move on, my confidence in the women and men we have in The Presidency grows stronger. I am constrained, once again, to express my deepest gratitude for dedicated, committed and reliable work well done. Apart from the routine work, there are unique challenges that one faces working in the highest office in the land, and the staff have risen to them splendidly.

This Annual Report attempts to provide readers with an insight into the workings of The Presidency for the year under review, and we hope that they will find it useful and informative.

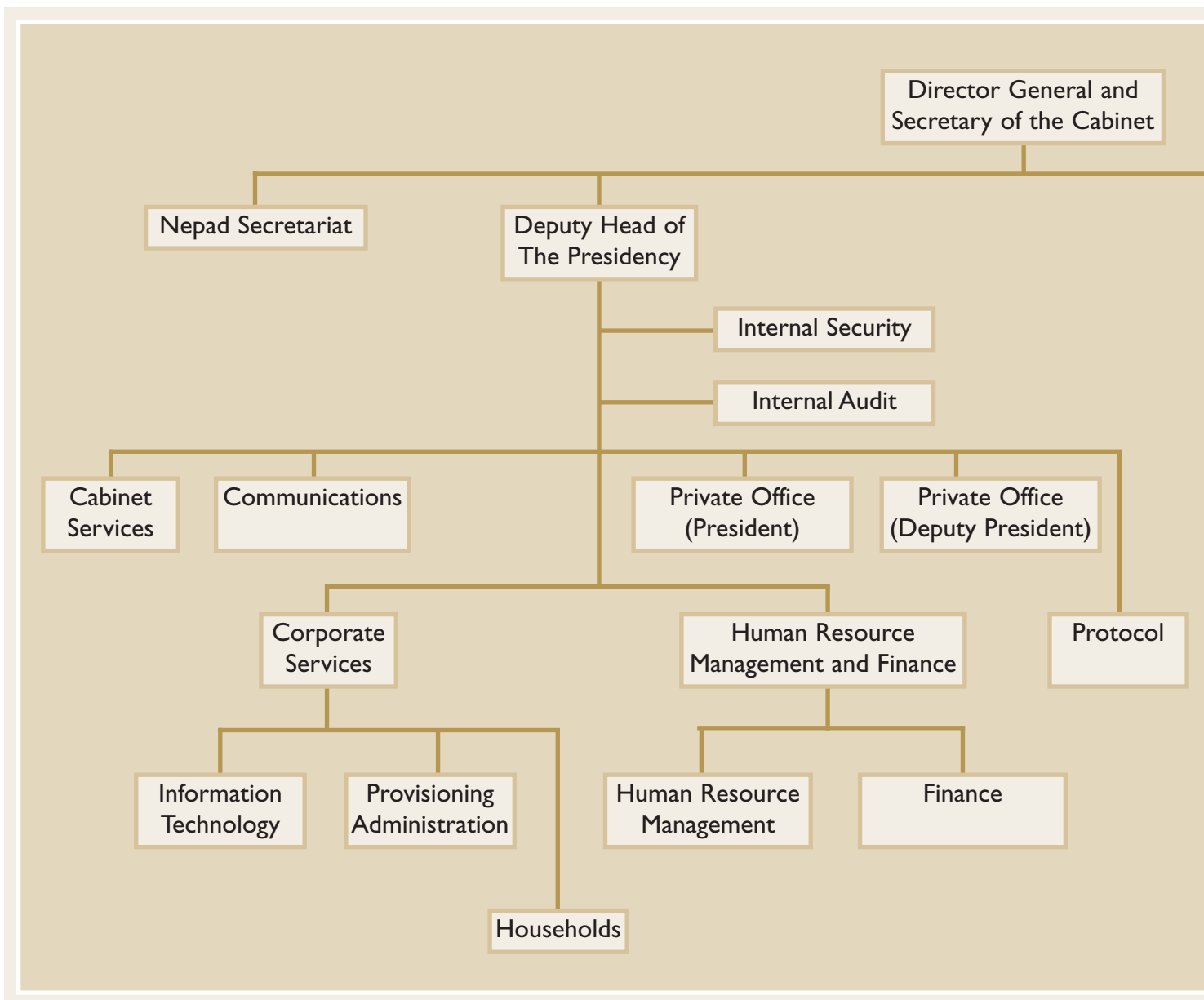
(Rev.) Frank Chikane
DIRECTOR GENERAL

I. The Administrative Structure of The Presidency

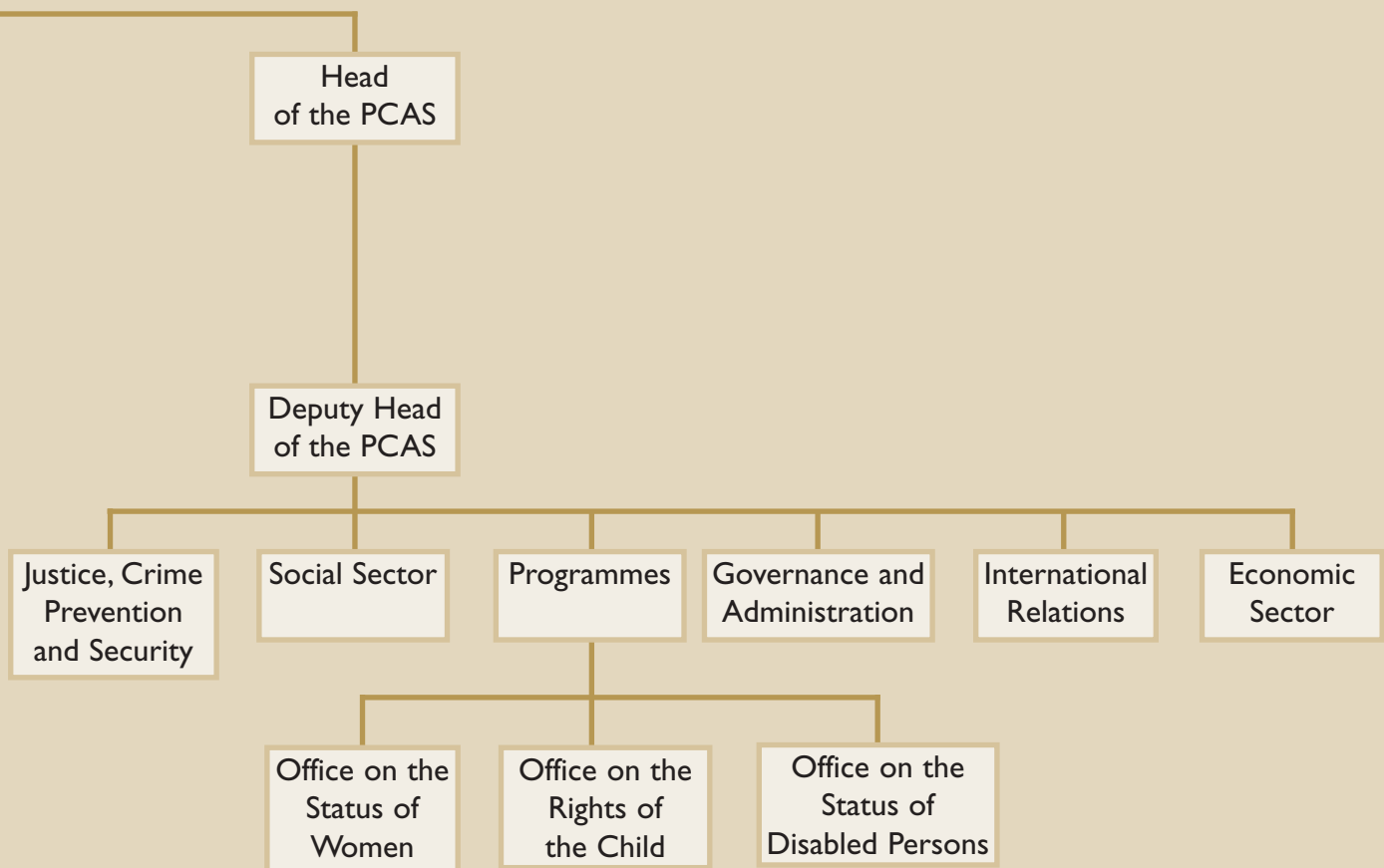
The Presidency is made up of the following branches:

- Private Office of the President
- Office of the Deputy President
- Cabinet Office
- Policy Co-ordination and Advisory Services (PCAS) including Special Programmes namely

- * Office on the Rights of the Child (ORC)
- * Office on the Status of Women (OSW)
- * Office on the Status of Disabled Persons (OSDP)
- Communications
- Corporate Services
- Human Resources and Finance



The Administrative Structure of The Presidency



2. Office of the Director General

2.1 INTRODUCTION

The focus of the Office of the Director General for the year under review has been on enhancing the central administrative role of the Office as the administrative nerve centre of The Presidency. The functions of the Office of the Director General include the overall administration and management of The Presidency, policy co-ordination and advisory service, personal support to the President, Deputy President and Minister in The Presidency, high-level liaison and co-ordination with Ministries and government departments, foreign governments, organised business and civil society organisations. In addition to being the Administrative Head of The Presidency, the Director General is the Accounting Officer and Secretary of Cabinet. He is also directly responsible for the Internal Audit and Internal Security Units.

The responsibilities of the Director General are reflected in more detail in the activities of the six branches and their respective units, which are described in the rest of the Report.

The work in The Presidency is informed among others by the goals of the government as set out in the strategic planning sessions of the Cabinet, viz. the Cabinet *Makgolla*.

2.2 HIGHLIGHTS OF 2003/2004

One of the major highlights for The Presidency was its contribution to and participation in the Africa Day Celebrations held on 25 May 2003. The magnitude and successful organization of this event confirmed the fact that South Africa has indeed been reintegrated into the African community of nations.

Other notable highlights included the successful *Imbizo* programme organized in the North West Province, the Western Cape, KwaZulu Natal, Limpopo, Mpumalanga and the Free State as well as the closing of the final Chapter of the Truth and Reconciliation Commission (TRC) with the handing over of the Final TRC Report and the President's response to Parliament.

The Director General was also instrumental in implementing the Cabinet decision on the framework for combining the Inauguration of the President with the ten-year anniversary celebrations. The Director General was involved in the initial conceptualization of the ten-year anniversary themes and the constitution of the National Consultative Forum (NCF) on ten years of freedom.

The main highlight of the year under review was the conferring of the new National Orders on distinguished South Africans. The new National Orders were: the *Order of Luthuli*, for outstanding contribution in the struggle for democracy, nation-building, building democracy and human rights, justice and peace and resolution of conflicts, the *Order of Ikhamanga*, for excellence in the fields of arts, culture, literature, music, journalism and sport and the *Order of Mendi for Bravery*, for extraordinary acts of bravery.

These three National Orders were additional to the three National Orders awarded at the end of 2002, namely: the *Order of Mapungubwe*, for excellence and exceptional achievement, the *Order of the Baobab*, for exceptional and dedicated service and the *Order of the Companions of O R Tambo*, for co-operation and active expression of solidarity and support to South Africa's international and multilateral relations. The six Orders complete the transformation process of the system of National Orders.

Two meetings of the Forum of South African Directors General (Fosad), were convened and chaired by the Director General, with a view to co-ordinating and integrating government policies and programmes. He also convened and chaired the monthly Fosad Management Committee meetings (Manco) to ensure the development of the integrated system of governance, including the cluster system.

In addition, the adoption and implementation of the integrated Planning Framework Cycle has greatly improved the management of Government as well as its effectiveness in integrated implementation and monitoring of government programmes.

The Director General assisted the President and relevant departments in managing the deployment and redeployment of several Heads of Department in terms of the Public Service Act of 1999, as amended.

Furthermore, the Director General participated and was represented in the various inter-departmental and other committees established by Cabinet in terms of legislation specific to each committee, including:

- National Intelligence Co-ordinating Committee (Nicoc)
- National Conventional Arms Control Committee (NCACC)
- National Security Council (NSC)
- International Scheduling Committee (ISC) for the President's and Deputy President's international programmes
- The New Partnership for Africa's Development (Nepad)

The Director General worked together with the Special Advisers to the President, Deputy President and Minister in providing the Principals with support for the efficient execution of their duties. The Director General continued with his leadership role for the Chancery of National Orders, which manages the conferring of honours and decorations on South African nationals and on foreign leaders.

Other responsibilities of the Director General included assisting the President with the credentials ceremonies for new Ambassadors and High Commissioners, organising State and official funerals and providing support to former Presidents, Deputy Presidents and Vice Presidents and their spouses.

The Director General continued with his management responsibility for the meeting between the President and the National Religious Leaders Forum (NRLF), as well as the Religious Working Committee which executes decisions made at the NRLF with the President.

The Presidency continued to support Nepad through seconded officials at the levels of -

- Director General (Head of the Nepad Secretariat)
- Deputy Director General
- Chief Director
- Private Secretary

2.3 CHALLENGES DURING 2003/2004

The Presidency continued to deal with challenges emanating from the restructuring of processes to reposition The Presidency to meet new and changing conditions, the evolving integrated form of governance and an integrated planning framework - including the Medium Term Strategic Framework (MTSF) and the Medium Term Expenditure Framework (MTEF), sequenced accordingly for the rest of Government.

In addition to the domestic challenges of The Presidency, the Director General had to manage the continuing challenges posed by the re-entry of South Africa into the international arena. The Presidency (together with the Department of Foreign Affairs and other Ministers and Departments) has moved to consolidate and extend the country's international role in the interests of all South Africans as well as the Southern Africa region and the African continent. This is part of South Africa's vision of a better life for all at home, alongside a better world for all on the continent and beyond.

2.4 INTERNAL AUDIT

The mandate of the Directorate: Internal Audit is to provide a professional, value-adding service to The Presidency and the National Youth Commission. This is achieved through an independent review of the systems of internal control that contribute to the attainment of The Presidency's and the National Youth Commission's corporate and strategic objectives.

The key tasks of the unit are to perform risk-based regularity

audits as well as special investigations pertaining to The Presidency and its schedule 3a Public Entity, the National Youth Commission (NYC). These audits have been conducted and reports submitted to the Director General and the relevant members of management.

A further task of the unit is to maintain strong communication channels with all role-players. This has been achieved through regular meetings with the members of the Audit Committee, the Office of the Auditor-General and members of management within The Presidency.

The unit has been successful in performing its tasks throughout the year and has increased awareness amongst the staff regarding its function within The Presidency. Through adherence to the standards set by the Institute of Internal Auditors, the unit has provided, and will continue to provide, high-quality audit and advisory services to The Presidency.

2.5 INTERNAL SECURITY

The Internal Security Directorate reports directly to the Director General as required by the Minimum Information Security Standards (MISS document) approved by Cabinet in 1996. Its mission is to establish a safe and secure environment within The Presidency and residences of Principals. Internal Security co-ordinates and liaises with the following State Security organs :

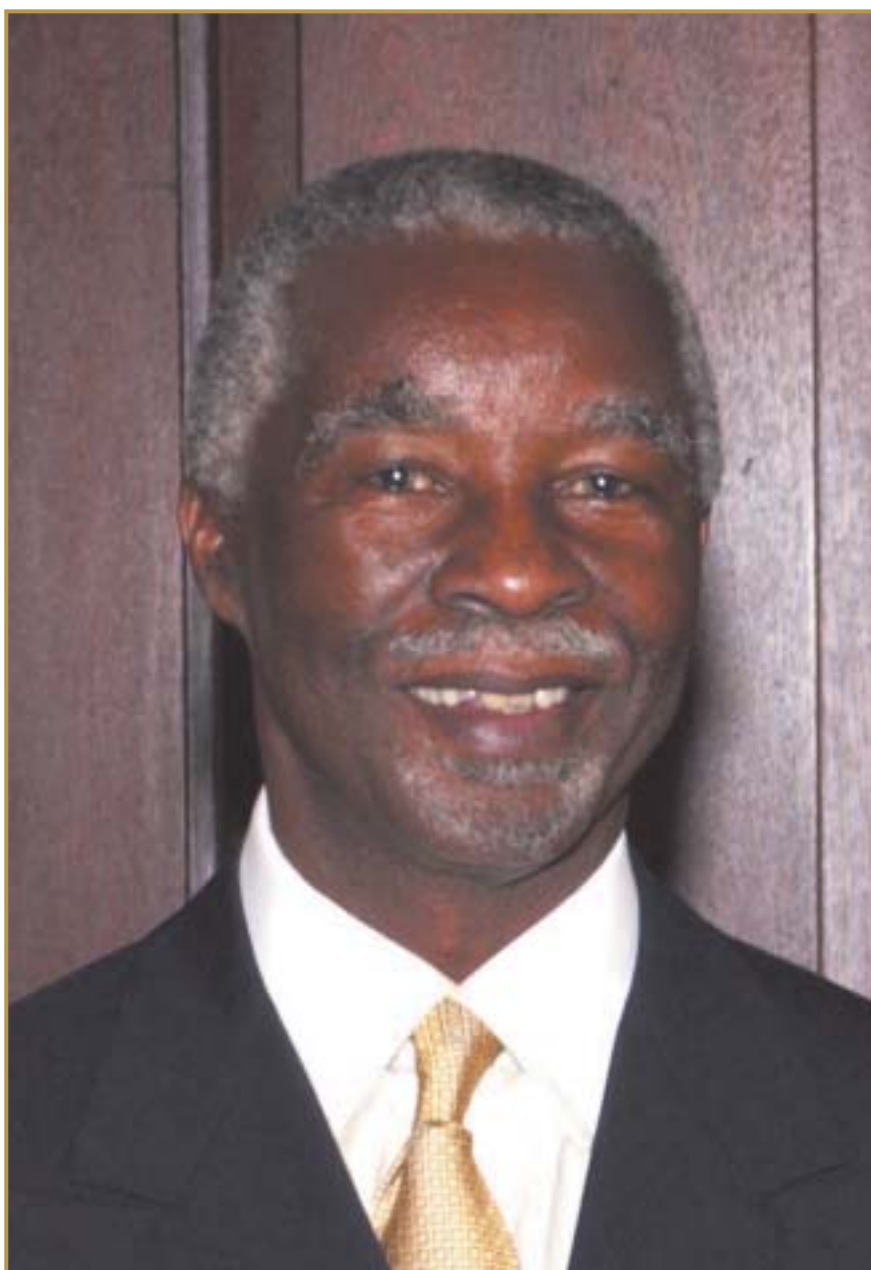
- National Intelligence Agency (NIA)
- South African Secret Service (SASS)
- National Communications Centre (NCC)
- South African Air Force (SAAF)
- South African Military Health Services (SAMHS)
- South African Police Services (SAPS)
- Emergency Services

It also develops and implements security policy and procedures to ensure that physical and information security in The Presidency is not compromised.

The Internal Security unit advises all staff within The Presidency on matters relating to Security and Intelligence, and participates in all major events that involve The Presidency, e.g.:

- Preparations for Inauguration 2004
- National Orders Awards Ceremony
- Opening of Parliament
- *Imbizo*
- Diary Committee of President & Deputy President
- Security Committees
- Task Teams relating to Security Projects

Internal Security provides support to the staff by rendering an efficient and effective security service within The Presidency.



President T M Mbeki

3. Private Office of the President

The Private Office of the President is responsible for co-ordinating and supporting all the key components in The Presidency that ensure that the President is able to perform his responsibilities as Head of State effectively. In addition, the Private Office provides a professional support service to the Minister in The Presidency in the execution of his constitutional, legal and official functions, as well as to the Spouse of the President.

The Deputy Director General's office that heads the Private Office of the President focuses primarily on the strategic co-ordination of the President's programme and ensures that relevant stakeholders e.g. the Deputy President's Office, government departments, Parliament, non-governmental organisations (NGOs), the private sector and governments from other countries are able to interact in a co-ordinated and integrated manner with the President.

The Private Office is made up of a number of units that include:

- Personal Support and Advisory Services
- *Imbizo* office
- Protocol and Ceremonial Services
- Legal and Executive Services
- Spousal Office
- The Minister in the Presidency

3.1 PERSONAL SUPPORT AND ADVISORY SERVICES

The Personal Support Directorate is a unit within The Presidency that offers administrative and secretarial support to the President and his advisers.

In this regard the unit endeavours to -

- manage the President's diary both locally and internationally in accordance with priorities outlined in the Cabinet *Makgotla* and the State of the Nation Address
- co-ordinate all of the activities of the President in conjunction with Presidency Protocol, Communications Unit, Spousal Office, Presidential Protection Unit, Household, South African Air Force and State Protocol in the Department of Foreign Affairs
- ensure the effective provision of logistical support to the President
- manage the budget of the unit

- consolidate and implement policies on the handling of correspondence
- ensure that it adheres to the policies outlined by The Presidency and those prescribed by the Public Service Act when executing all duties.

3.2 CONSULTATIVE FORUMS

The President holds a number of discussions and interactions with a cross section of representatives from a range of interest groups that assist in informing him of the needs, problems and challenges of civil society (including business, trade unions, commercial agriculture, education, religious groups and the youth). These engagements are facilitated through a selection of consultative forums that are also used as a key mechanism for interest groups and communities to inform Government policy. These consultative forums include -

- Working Groups
- The International Investment Council Advisory Group
- The Information Communications and Technologies Advisory Group
- *Izimbizo*

3.2.1 Working Groups: Overview of the Economic Sector Working Groups

The system of Presidential Working Groups was established in 1999. The principal objective for these groups is to afford the President and Government the opportunity to interface and engage with key sectors in society.

The critical mission of the Economic Sector Working Groups is to lay the basis for the development of an agreed and common agenda for economic growth and social development. The working groups are not perceived as negotiating forums. They are also not seen as alternatives to statutory structures such as the National Economic Development and Labour Council (Nedlac) or as replacing the normal interaction between line Ministers and various stakeholders over policy matters.

There are four Economic Sector Working Groups (i.e. Big Business, Black Business, Trade Unions and Commercial Agriculture) that meet jointly with the President and Cabinet Ministers, usually twice a year. A joint working group that brings together all four groups has now also been established. The scope and nature of the Economic Sector Working Groups is gradually changing. The President now hosts annual *Izindaba* with each of

these sectors' working groups and the meetings focus on issues relating to practical projects.

3.2.2 Overview of the International Investment Council and Presidential National Commission on Information Society and Development Advisory Councils

On 25 June 1999, in his first address to Parliament as Head of State, the President announced his plans to establish an International Investment Council (IIC). The aim of the IIC was to draw upon the wisdom and insights of distinguished international business leaders on how to meet the challenges of economic growth and development in South Africa. Council members interact twice a year with the President, Cabinet Ministers and senior government officials. In February 2001 the President announced the establishment of the Presidential National Commission on Information Society and Development.

3.3 PRESIDENTIAL IMBIZO PROGRAMME

Izimbizo bring the government and people together in order for them to interact with one another on matters of common interest and/or concern. The purpose of the *Izimbizo* is to build partnerships between Government and the South African public in the process of social change. In the spirit of partnership between the government and the communities, attempts are made to identify stakeholders and/or individuals within communities who are actively involved in projects that have a positive impact on community development. In this way, the concept of service delivery is shared between Government and the people.

Izimbizo are a form of unmediated communication between Government and the people which advances participatory governance in the implementation of Government programmes. To support this process The Presidency has established an *Imbizo* Unit to enable the Principals to fulfil this mandate.

In addition to the three provinces referred to in the 2002/3 Annual Report, the President also visited:

(a) North West Province (25 – 27 April 2003)

The first stop by the President in this province was to the National Youth Commission's Young Farmers' Agricultural Project in Lichtenburg. This initiative by Government addresses the issue of land redistribution as well as the empowerment of emerging farmers. The fact that agriculture greatly contributes towards the economy of the North West Province, demonstrates the confidence which Government has in the emerging farmers making inroads into the established market.

This visit was followed by a visit to a housing project in Mokgola and Mailakgang Primary School in Mafikeng where the communities responded to the call of *Letsema* and *Vuk'uzenzele*.

In the village of Mothlabeng the President embarked on a door-to-door campaign for the Social Grant Registration.

The seriousness of the government's view on traditional affairs was reflected in the President's address to the House of Traditional Leaders, following which he listened to the people of Montshioa at the community *Imbizo*.

The first day was concluded with a stakeholders' meeting at the Mafikeng Airport. The selection of the airport as a meeting place was strategic in that the province succeeded in reviving the use of the airport to boost the economy.

The second day was characterised by a visit to the health facilities at Madibogo, a community *Imbizo* in Ganyesa, a bicycle hand-over to identified learners facilitated by the Department of Transport, as well as a phone-in programme.

The visit of the President to the North West Province culminated in the Freedom Day celebrations at the James Motlatsi Stadium in Orkney. Following his visit to the province and listening to its people, the President could emphasize the theme "The tide has turned!"

(b) Western Cape (29 – 31 August 2003)

The visit to this province was long-awaited. Apart from the two community *Izimbizo* at Khayelitsha and Worcester, the President's visit covered most aspects of government activities, including Safety and Security (CCTV Command Centre, Goodwood), Education (Khanya Computer Project at Saxonsea Primary in Atlantis), Trade and Industry and Land Reform.

Issues raised at these meetings covered matters concerning poverty alleviation and job creation, inadequate primary health care, housing as well as the need for youth development projects. While some issues such as social grant registration and pension applications could be dealt with immediately, the government committed itself to responding to the call of the people. Despite some of the frustrations experienced by some members of the community in terms of the pace of change, the communities remained positive about the future of our country. This was indeed reflected in the ongoing co-operation between different sectors of the communities.

The stakeholders' meeting which targeted sectors of the community (business, NGOs, religious groups etc.), was also well attended, focusing as it did on the need for increased public-private partnership. It was encouraging to see that the meeting not only focused on poor service delivery of government projects in some areas, but that by and large the forum presented recommendations for increased involvement in economic and social responsibilities by structures outside of Government.

(c) KwaZulu Natal (29 – 31 January 2004)

The President was well received in this province and his visit covered rural community *Izimbizo*, project visits and engagements with the metropolitan stakeholders.

On the first day the visit covered the poverty alleviation programme of the Msinga Vegetable Producers' Co-operative in Tugela Ferry as well as the community *Izimbizo* in Tugela Ferry

and Osizweni. The first day was concluded with the stakeholders' meeting in the eThekweni Town Hall.

While inclement weather on the second day necessitated a change to the programme, which affected the community of Hlabisa, this did not deter the masses from attending the community *Izimbizo* held in Ingwavuma and at KwaMlaba, Mahlabathini.

While the President was unable to visit the hospital and clinic at Hlabisa, the upgrading of the hospital facilities is nevertheless underway.

Those communities who were unable to attend any of the activities planned, were still able to have their voices heard through the scheduled "Imbizo-on-Air" phone-in radio programme. During this programme, the President and Premier could listen and respond to the challenges and issues raised by the people of KwaZulu Natal.

The President's visit to KwaZulu Natal was concluded with the official opening of the water project at Weza in Harding, and finally a visit to the community of Gamalakhe.

During the KwaZulu Natal *Izimbizo* the government once again committed itself to the continuous efforts aimed at alleviating poverty and creating a better life for all.

3.4 THE PRESIDENT'S INTERNATIONAL PROGRAMME

According to the Constitution, the President is ultimately responsible for the foreign policy and international relations of South Africa. Through his international engagements and participation in multilateral conferences as well as State Visits and working visits, the President significantly contributes to: moving forward continental plans to facilitate development and stability in Africa; fostering sound and mutually beneficial relations with other nations; promoting bilateral co-operation over a range of salient issues; expanding and enhancing trade, investment and tourism opportunities; and supporting and strengthening an equitable, rules-based and people-centred global order that is conducive to sustainable development. In South Africa's international relations, the President has prioritized efforts to ensure the effective functioning of the African Union (AU) and the implementation of the objectives of the New Partnership for Africa's Development (Nepad) in line with the African renaissance. Acknowledging that for development to take place there is a need to address human security concerns on the continent, the President has invested substantial human and financial resources in supporting regional and continent-wide initiatives to promote peace, stability and security. Substantial contributions towards conflict resolution in the Great Lakes region have represented a key component of the strategy to bring about peace in Africa. A stable and integrated region will promote human security and development, as well as higher economic growth through regional investment and trade. In advancing the African agenda, the President has played a leading role in promoting and sustaining international support for Nepad as the socio-economic programme of the AU. Over the past year, the President has also played an integral part in consolidating South-South relations and emphasizing the need to strengthen multilateralism in order to meet the global challenges of

terrorism and under-development. The programme objectives outlined above indicate that the President has clearly and coherently integrated South Africa's foreign policy with the country's domestic priorities.

During the year under review, the President honoured a number of important international engagements, with the above objectives in mind. The following section briefly highlights the major outcomes of selected international activities.

3.4.1 Multilateral Summits and Conferences

(a) African Union (AU)

The President attended the second Ordinary Summit of the AU held in Maputo, Mozambique, in July 2003, at which he handed over the baton of leadership of the AU to Mozambican President Joaquim Chissano. At this meeting the President called for greater urgency in ratifying the relevant Protocols to establish the Peace and Security Council, the Pan-African Parliament (PAP) and the Court of Justice. These critical institutions of the AU, together with the African Peer Review Mechanism (APRM), are central to the consolidation of peace, democracy and development on the continent. The South African Government shares these broad priorities, and for this reason the President has on numerous occasions intervened in support of AU initiatives to resolve and manage conflicts on the continent. The President also emphasized the importance of involving civil society bodies in the processes of the AU, particularly through the formation of the Economic, Social and Cultural Council (Ecosocc), of which the South African chapter was established in November 2003. The President welcomed the appointment of Malian President Alpha Oumar Konare as the new Chairperson of the AU Commission, the appointment of the Union's various Commissioners, and in particular, the adoption by the Summit of the *Protocol to the African Charter on Human and Peoples' Rights relating to the Rights of Women*. During the period under review, the President also attended two Extraordinary Summits of the AU, namely in Ethiopia in February 2003 to approve amendments to the organization's Constitutive Act, and in Libya in February 2004 on a common defence and security policy for the continent.

(b) Southern African Development Community (SADC)

The President participated in the annual SADC Summit of Heads of State and Government in Dar-es-Salaam, Tanzania, in August 2003. South Africa and its fellow partners in the SADC region face a number of challenges, often cross-border in nature, which require effective regional co-operation and co-ordination. The President thus welcomed the finalization and adoption by the Summit of the Regional Indicative Strategic Development Plan (RISDP), which is intended to provide member states with a coherent and comprehensive developmental agenda on social and economic policies over the next decade. The Summit also approved the Strategic Indicative Plan for the Organ (SIPO) and signed the Mutual Defence Pact, both of which flow from the establishment of the Organ on Politics, Defence and Security Co-operation. The President was regularly in contact with his SADC colleagues on various issues of regional importance, including

encouraging member states to ratify SADC Protocols that will effectively enhance regional co-operation and integration.

(c) Non-Aligned Movement (NAM)

South Africa officially handed over the reigns of the NAM to Malaysia at its thirteenth Summit in Kuala Lumpur in February 2003, having chaired this grouping of developing nations since September 1998. The Report of the Chair for this period was presented to the member countries. Under South Africa's watch as Chair, the NAM successfully developed a constructive dialogue and a coherent agenda with the G8, the European Union and other Northern nations to address issues of poverty, globalization and economic development as well as promoting South-South relations, including mutual concerns of developing countries. The Kuala Lumpur Summit took place against the backdrop of the Iraqi crisis, a resurgence of international terrorism, and the trend towards unilateralism. In this regard, the President urged all to express themselves in favour of a peaceful eradication of any weapons of mass destruction in Iraq and for respect by all nations for the decisions of the United Nations (UN) Security Council as well as the principle and practice of multilateralism. Multilateralism and the promotion of an equitable, rules-based and people-centred global order are critical axioms of South Africa's foreign policy. These issues, together with the review and revitalization of NAM as emphasized by Presidents Mandela and Mbeki during their respective tenures as Chair, were all reflected in the final Kuala Lumpur Declarations.

(d) Commonwealth

The President, a former Chairperson of the Commonwealth, attended the biennial Commonwealth Heads of State and Government Meeting (CHOGM) in Nigeria in December 2003, held under the banner of "Development and Democracy: Partnership for Peace and Prosperity". This theme is critical to discussions on Nepad and Africa's renewal. The CHOGM also considered the Report by the Commonwealth Ministerial Action Group (CMAG) on Zimbabwe, Fiji, Pakistan and the Solomon Islands. In considering the situation in Zimbabwe, the President reconfirmed the South African Government's position that a peaceful and lasting solution to the political and socio-economic challenges in Zimbabwe must come from a programme of political reconciliation and dialogue among Zimbabweans, as well as economic restructuring and transformation. Importantly, South Africa has supported the SADC position that Zimbabwe's one-year suspension from the Commonwealth, recommended by the Chairperson's Troika in 2002, lapsed in March 2003, which the Commonwealth Secretariat then extended up to the Commonwealth Heads of State and Government Meeting (CHOGM). As the President correctly cautioned during this time, the further isolation of Zimbabwe, including the CHOGM's decision to maintain Zimbabwe's suspension, led to the Zimbabwean Government's decision to withdraw from the organization. The Secretary General, Don McKinnon, was re-elected for a second term, although Sri Lanka also nominated a candidate for this position.

(e) G8 Summit

The President, together with members of the Steering

Committee of the Nepad Heads of State and Government Implementation Committee, participated in the G8 Summit in Evian-les-Bains, France, in June 2003, which had as one of its main themes Africa's development. The President and his colleagues enjoyed fruitful and productive discussions with the G8 leaders on Nepad, the African Peer Review Mechanism (APRM) and the G8 Africa Action Plan (adopted in Kananaskis in Canada in 2002). Having successfully introduced the principle of a partnership at the previous G8 Summits, the President and his colleagues proposed actual projects, including priority agricultural, water, health and infrastructural projects, which were positively received. The G8 leaders also agreed to support capacity-building for peace support operations at the AU and in the regions, and speeding up debt-cancellation processes. These outcomes all concretely support the President's African agenda.

3.4.2 Peace, Security and Governance in Africa

(a) Zimbabwe

During the period under review, the President consistently encouraged and supported a programme of constructive political dialogue between Zimbabwe's ruling party, ZANU-PF, and the main opposition represented by the Movement for Democratic Change (MDC) as the only means of ensuring a peaceful and lasting solution to the political and economic challenges confronting that country. The President, while concerned about the pace of progress in this regard, remains confident that the people of Zimbabwe will find an amicable, peaceful and inclusive solution to the various challenges that they face. The President and the South African Government will continue to support the people of Zimbabwe in this regard and seek to promote mutual trust and understanding between the two political parties, particularly as the 2005 Parliamentary Election approaches.

(b) Democratic Republic of the Congo (DRC)

The President has played an important role in resolving the political conflict and problems in the DRC, and he continues to support strategically the peace and reconstruction processes in that country. In November 2003, the President hosted a summit on the Third Party Verification Mechanism (TPVM), which is mandated to monitor and verify the implementation of the 2002 Pretoria Agreement between the governments of the DRC and Rwanda on the withdrawal of Rwandan troops from the Congo and the dismantling of Interahamwe and former Rwandan Armed Forces (ex-FAR) in the DRC. The summit was attended by Presidents Joseph Kabila of the DRC and Paul Kagame of Rwanda, President Joaquim Chissano of Mozambique in his capacity as the Chairperson of the AU, and Ambassador William Swing on behalf of the UN Secretary General. The summit agreed that the signatories to the Pretoria Agreement, namely the DRC and Rwanda, commit themselves to finding new ways to finalize the work started by the TPVM and to work bilaterally with the continued assistance of the AU and the support of the UN. All participants expressed their gratitude to President Mbeki for convening and hosting this most important summit.

There have recently been promising developments in the DRC. A transitional government is now in place, as well as a new

integrated army, and the country is preparing for elections in June 2005. The President remains concerned, however, about sporadic instability in the eastern parts of the country and will continue to monitor developments.

(c) Burundi

The President has supported the mediation efforts of Deputy President Jacob Zuma in Burundi (detailed in the section on the Deputy President's international programme) and has lent political weight to negotiations at strategic points in the peace process. The President was involved in negotiations, along with the Deputy President, between the *Conseil national pour la defense de la democratie-Forces pour la defense de la democratie* (CNDD-FDD) movement and the President of Burundi. These negotiations were held in Pretoria and resulted in the CNDD-FDD agreeing to join the peace process.

(d) Ivory Coast and Liberia

In his capacity as Chair of the AU, the President was involved in efforts to bring about peace and stability in the Ivory Coast and Liberia. In January 2003, the President attended the Paris Summit of Heads of State that resulted in the Marcoussis Agreement between the rebels and government of the Ivory Coast. The President also attended the ceremony at which former Liberian President Charles Taylor handed over power to former Vice President Moses Blah on 11 August 2003.

(e) Peace Support Operations

Members of the South African National Defence Force (SANDF) are performing exemplary duties in the name of peace and stability as part of United Nations and African Union mandated peace support operations in the DRC, Burundi and Ethiopia/Eritrea. In the DRC, South African troops have participated in MONUC I, II and III, the third phase of which involves a Disarmament, Demobilization, Reintegration, Repatriation and Resettlement (DDRRR) effort. South Africa continues to play a leading role in the AU mission in Burundi, which also includes troops from Mozambique and Ethiopia. South Africa has also contributed military observers to the UN and AU missions in Ethiopia/Eritrea.

3.4.3 The role of the President in the Nepad process

During the period under review, the President has been at the forefront of the drive to achieve a fundamental reform and revitalization of the African continent and its institutions. This has entailed providing leadership, advocacy, mobilization, resources and strategic input within the AU and SADC and with regard to the further development and implementation of the Nepad process.

The President has ensured that Nepad receives priority attention within the overall programme of action of Government, the Cabinet, the Cluster system and in each department. He has placed South Africa at the forefront of popularizing and implementing Nepad nationally, regionally, continent-wide and

internationally. To this end, he has ensured that Nepad has been discussed with key stakeholders in South Africa and further afield, such as Parliamentarians, union, religious, academic, business and other civil society leaders. The business sector and the public enterprises have responded favourably in support of Nepad and entities such as Eskom, the Industrial Development Corporation (IDC) and the Development Bank of Southern Africa (DBSA) are at the forefront of providing concrete support to Nepad.

At the regional and continental level, South Africa, led by the President, has been instrumental in the process of ensuring the operationalisation of the organs of the AU, such as the Pan-African Parliament, the Peace and Security Council and Ecosocc, the restructuring and rationalization of SADC and the development of priority sector Nepad Action Plans, e.g. for agriculture, infrastructure, health, the environment, etc.

Arising from a firm commitment to the objectives and principles of Nepad, especially with regard to the conditions for development, the President has devoted considerable time, resources and effort to resolving issues of conflict and instability on the continent, and South African troops are presently involved in peacekeeping missions in the DRC, Burundi, Ethiopia and Sierra Leone. South Africa played a critical role in the development and design of the APRM as an innovative collective expression of the determination of Nepad leaders to promote democracy, good governance, peace and stability in a collaborative approach.

The President, as one of the five initiators of Nepad, has actively participated in all Nepad Heads of State and Government Implementation Committee (HSGIC) meetings during the year as well as the first meeting of the APRM Forum in February 2004. As Chair of the AU until July 2003, the President was responsible for the overall roll-out of Nepad as the socio-economic development programme of the AU and, as such, promoted it at all international forums, particularly the UN and the G8, and during bilateral interactions, such as the State Visits detailed in the following section. He also initiated a process of engaging partners in the South on Nepad. As a result of this process of international engagement, the entire international community is now committed to supporting the implementation of Nepad.

In conclusion, considering South Africa's position of relative strength on the continent and in international affairs, the President has assumed the responsibility of playing a leadership role in Africa's socio-economic development agenda in terms of developing policy, correctly channelling resources, supporting implementation and directing the Nepad process, as well as playing a role in the international arena in negotiating a new partnership paradigm and ending Africa's marginalization in the global community.

As an illustration of this commitment, the President has seconded his Economic Adviser, Prof. W. Nkulu, to head the Nepad Secretariat. South Africa has been hosting both the Nepad and APRM Secretariats since their inception and has been the biggest financial contributor to their respective budgets to date.

3.4.4 The President's State Visits

During the period under review, the President undertook a number of extremely successful and beneficial State Visits, the main outcomes of which are detailed below.

(a) Botswana

The President paid a three-day State Visit to Botswana from 11 to 13 March 2003, during which he and his host, President Festus Mogae, reviewed bilateral, regional and international issues of mutual interest. The two leaders also signed the Agreement on the Establishment of a Joint Permanent Commission for Co-operation between South Africa and Botswana, which will strengthen bilateral relations and enhance political and economic co-operation between the two neighbours.

(b) Jamaica

The President paid a three-day State Visit to Jamaica from 29 June to 2 July 2003, during which time he also addressed the 24th meeting of the Heads of State of the Caribbean Community (Caricom). The President visited, among others, the National Heroes Park, where he paid homage to Marcus Garvey, a pivotal figure in the struggle for racial equality throughout the world and champion of the 'back to Africa' movement of the 1920s. The President also met the Leader of the Opposition, Edward Seaga, and was granted the Freedom of the City by the Mayor of Kingston. During this visit, new emphasis was given to the draft Omnibus Agreements between Jamaica and South Africa. The President also delivered the keynote address at the Caricom Summit on 2 July, which is the second time that a South African Head of State has been accorded this honour, with former President Nelson Mandela having been the first to address the regional economic community. The President constructively utilized this opportunity to have bilateral meetings with Caricom Heads of State and Government, including Trinidad and Tobago, Barbados, Grenada, The Commonwealth of Dominica, St Lucia and Guyana. A direct result of this visit was the closer understanding between South Africa and the Caricom leadership on a common approach to the situation in Haiti. The opportunity was also used to discuss common issues such as possible student exchanges. The President warmly welcomed Caricom's decision to open a resident diplomatic mission in Pretoria in order to develop and enhance its relations with Africa.

(c) Malaysia

The President visited Malaysia, an important strategic partner and major investor in South Africa, from 1 to 3 September 2003. During the State Visit, the President held bilateral discussions with Prime Minister Mahathir Mohamad, now retired, on a number of salient issues, including the AU, Nepad, and conflict resolution and peacekeeping operations in Africa; strengthening and consolidating relations between the Association of South East Asian Nations (ASEAN) and the AU; strengthening multilateralism; South-South and North-South relations; and developments regarding the NAM. A *Memorandum of Understanding on the Establishment of a Joint Ministerial Commission* was signed.

(d) India

The President, accompanied by a government delegation and a 70-member business group, paid an extremely successful three-day State Visit to India from 16 to 19 October 2003, which covered three of India's major centres, namely New Delhi, Hyderabad and Mumbai. The visit gave important impetus to the strategic partnership between South Africa and India, particularly by cementing the economic relationship as the Southern African Customs Union (SACU) and India prepare to negotiate a full Free Trade Agreement. One of the main thrusts of the visit was to identify partners for co-operation in the fields of Biotechnology, Biopharma, and Information and Communications Technology (ICT). The discussions between the South African and Indian delegations focused on a number of salient matters, including bilateral relations between the two countries; mutual security-related issues (i.e. criminal matters, terrorism, extradition and defence); South-South and North-South relations; the AU and Nepad; and the India-Brazil-South Africa (IBSA) trilateral co-operation agenda. The President and the then Indian Prime Minister Atal Bihari Vajpayee oversaw the signing of six bilateral agreements that are of immense benefit, namely: *Joint Declaration on a Strategic Partnership between India and South Africa*; *Programme of Cultural Co-operation from 2004 to 2006*; *Agreement on Mutual Legal Assistance in Criminal Matters*; *Memorandum of Understanding on Electricity and Power*; *Extradition Treaty*; and *Memorandum of Understanding on Co-operation in the Field of Hydro-carbons*. During the visit, the President on several occasions addressed business executives and toured a number of state-of-the art research facilities to promote joint co-operation and learning. India reconfirmed its support for Nepad and has earmarked a sum of US\$200 million in a combination of grants, credits and loans for projects under Nepad.

(e) Canada

The President paid a State Visit to Canada from 3 to 5 November 2003, aimed at strengthening and consolidating bilateral relations with Canada in a number of priority areas, including the multilateral sphere. Canada is extensively involved in development co-operation in South Africa, and bilateral trade and Canadian investment in South Africa is steadily growing. During the visit, the President met with Governor General Adrienne Clarkson and held in-depth discussions with the then Prime Minister Jean Chrétien and members of his Cabinet. These discussions focused on, inter alia, Nepad and ways in which developed countries could co-operate with Africa in implementing Nepad objectives. Canada is a strong supporter of Nepad, having co-ordinated the G8 response to Nepad in the form of the Africa Action Plan presented at the G8 Summit in Kananaskis in Canada in June 2002. The Foreign Ministers of both countries also signed a *Declaration of Intent on Strengthened Co-operation between South Africa and Canada*. In terms of this Declaration, South Africa and Canada agreed to open Consulates General in Cape Town and Toronto, with South Africa duly doing so in January 2004. During the Toronto stage of his visit, the President met with leading Canadian business executives to discuss trade and investment opportunities with them. The question of the new mining legislation was coherently addressed, given that Canada is the largest foreign investor in the South African mining industry.

(f) France

The President visited France, a strategic partner for both Africa and South Africa, from 17 to 19 November 2003. The President held meetings with French President Jacques Chirac and Prime Minister Jean-Pierre Raffarin, during which discussions focused on a number of priority matters, including: bilateral relations between the two countries; conflict resolution efforts on the continent; Nepal; global governance and poverty alleviation. France also requested South Africa's assistance with the Haiti matter. The President addressed captains of industry of targeted sectors on trade and investment opportunities, during which time he also clarified such matters as Black Economic Empowerment (BEE). As a result, the French Development Agency's focus, which has traditionally been on service delivery for poor communities, is increasingly focusing on Small, Medium and Micro-Enterprise (SMME) development and job-creation. It has specifically incorporated BEE into its programmes. In terms of co-operation with South Africa, the French Development Agency has proposed a new credit line of 20 million for SMME development. The President also addressed the French Employers Association (MEDEF), which indicated, as a concrete outcome of this meeting, that it would send a delegation to visit South Africa in November 2004.

(g) The Bahamas

The President paid a State Visit to The Bahamas from 28 to 31 December 2003 with the aim of forging closer relations with the countries of the Caricom whilst strengthening and consolidating bilateral political and economic relations between South Africa and The Bahamas. As a result of this visit, the Foreign Minister of The Bahamas attended the President's inauguration in April 2004, during which time a Co-operation Agreement providing for the establishment of a Joint Bilateral Commission between the two countries was signed.

(h) Haiti

Following his State Visit to the Bahamas, the President visited Haiti to participate in its highly symbolic bicentennial celebrations as the world's first Black independent state. During this time, the President also met with, among others, leaders of opposition and civic groups. The SA Government took the decision to link South Africa's First Decade of Freedom Celebrations with the bicentenary of the Haitian Revolution as part of the AU's efforts aimed at broadening relations with the African Diaspora with a view to Africa's renewal. The President has consistently called for the constructive involvement of the African Diaspora as equal partners in promoting the African renaissance.

(i) Democratic Republic of the Congo (DRC)

The President paid a highly successful State Visit to the DRC from 13 to 14 January 2004, aimed at strengthening bilateral political and economic relations between the two countries and supporting the DRC's peace and reconstruction process. To this end, the President and his Congolese host, President Joseph Kabila, signed a *General Co-operation Agreement* that provides for the establishment of a Joint Bilateral Commission to deepen and

enhance political, economic and technical co-operation between the two countries. The President also addressed the Joint Session of the Transitional DRC Parliament and inaugurated the new South African Chancery and diplomatic village in Kinshasa. The DRC holds enormous economic potential for the South African private sector in general and the mining sector in particular.

3.4.5 Official and Working Visits by Foreign Heads of State to South Africa

During the period under review, the President hosted a number of official and working visits by foreign heads of state. These are briefly highlighted below.

(a) Mozambique

In June 2003, the President, in his capacity as outgoing Chair of the AU, held bilateral discussions with the incumbent Chair, Mozambican President Joaquim Chissano, to consider the agenda of the second Ordinary Session of the Assembly of Heads of State and Government of the AU Summit. The Presidents discussed issues related to South Africa's handing over of the Chair of the Union as well as the operationalisation of the key AU organs, progress made in respect of conflict prevention, management and resolution in Africa, and the implementation of Nepal.

(b) United States

As part of his five-nation Africa trip, United States President George W. Bush, accompanied by such senior figures as Secretary of State Colin Powell, National Security Adviser Condoleezza Rice and Assistant Secretary of State for African Affairs Walter H. Kansteiner, paid an official visit to South Africa in July 2003. President Bush and President Mbeki discussed a wide range of issues, including regional and global security, international terrorism, Nepal, HIV and Aids, and trade and investment, including the African Growth and Opportunity Act (AGOA) from which South African exporters have greatly benefited. The visit was particularly significant in light of the SACU/USA negotiations on a Free Trade Agreement as well as the announcement by the Bush Administration of a major new effort to help governments and private groups combat HIV and Aids. On the issue of Zimbabwe, President Bush fully supported and endorsed the South African Government's position and the urgent need to address the political and economic challenges of Zimbabwe. Both Presidents committed themselves to strengthening the relationship between the two countries.

(c) Kenya

At the invitation of the President, President Mwai Kibaki of Kenya paid an official visit to South Africa from 4 to 6 August 2003. During the visit, President Kibaki held discussions with President Mbeki, the South African business community and the leadership of the African National Congress. President Mbeki congratulated President Kibaki on Kenya's successful 2002 elections and its peaceful democratic transition. The two Presidents agreed to strengthen co-operation in the areas of trade and investment, and to establish a Joint Co-operation Commission to enhance

relations between the two countries. Their discussions also focused on peace and security, as both countries are playing pivotal roles in resolving conflicts in their respective regions. The visit was most significant as Kenya is South Africa's largest trading partner on the continent outside SADC and is considered the powerhouse of the East Africa region.

(d) Brazil

In November 2003, the President met with Brazilian President Luiz Inácio Lula da Silva, who visited South Africa to discuss bilateral political and economic relations. The Presidents also discussed the mobilization of the African diaspora in order to support the African renaissance. Brazil and South Africa are strategic partners, and together with India, seek to achieve similar objectives and enhance South-South relations through the IBSA trilateral co-operation agenda.

(e) Uganda

The President hosted Ugandan President Yoweri Museveni for a working visit on 14 December 2003. The two Presidents discussed the Burundi Peace Process, the AU and Nepad. South Africa regards Uganda as a country with great economic potential and an important destination for South African trade and investment.

(f) Germany

German Chancellor Gerhard Schroeder, accompanied by top executives from the German private sector, paid a three-day visit to South Africa in January 2004 as part of his tour to strengthen political and economic relations between his country and four African states. In particular, the South African visit aimed to strengthen bilateral political relations, increase co-operation on labour and health issues, and consolidate business, cultural and sporting relations. The President and Chancellor Schroeder enjoyed fruitful discussions on these and other important issues, including the situation in Zimbabwe. Germany is a major trade partner and investor in South Africa, particularly in the domestic automobile industry.

3.5 PROTOCOL AND CEREMONIAL SERVICES

3.5.1 Functions and objectives of Protocol and Ceremonial Services

The Chief Directorate Protocol and Ceremonial Services has provided professional protocol and ceremonial services to the Principals conforming to international standards, and has also completed the transformation and institution of the new National Orders as referred to in chapter 2.2 of this Report.

The core functions and objectives of this Chief Directorate are to ensure that functions and public engagements (locally and abroad) attended and/or hosted by the President, the Deputy President and the Spouse of the President are properly managed and co-ordinated.

The functions and engagements include the following:

- Public engagements such as conferences, meetings, courtesy calls, state banquets, official luncheons, dinners, special official and official funerals and launching of projects
- Opening of Parliament
- Presentation of Letters of Credence by Heads of Mission (Designate)
- Swearing-in ceremonies (of President, President Elect, an Acting President, Deputy President, Ministers, Deputy Ministers)
- National Orders awards ceremonies, and
- General protocol and ceremonial services

The Chief Directorate also played a leading role in all domestic events and all in the foreign and international programmes attended by the President and Deputy President.

Over the period under review Protocol and Ceremonial Services have managed a number of high-level functions and engagements involving the Principals. (See next page.)

3.5.2 Protocol Activities for Period 1 April 2003 – 31 March 2004

FUNCTION	DATE
Annual Opening of the House of Traditional Leaders – Cape Town	1 April 2003
Inter-Congolese Dialogue – Sun City	2 April 2003
Presidential Launch of the Race Against Malaria Rally – Presidential Guesthouse	3 April 2003
Presidential Sports Award – Presidential Guesthouse	4 April 2003
Official Opening of the Khayelitsha Magistrates Court – Cape Town	17 April 2003
<i>Imbizo</i> – North West	25-26 April 2003
Freedom Day Celebrations – Orkney	27 April 2003
<i>Bosberaad</i> with the National Religious Communities – Pretoria	29 April 2003
May Day Celebrations – Johannesburg	1 May 2003
Tourism <i>Indaba</i> – Durban	2 May 2003
4 th Pan African Conference of Ministers of Public Service and Administration – Stellenbosch	4 May 2003
Closing of the Africa Regional Disability Consultative Conference – Sandton	6 May 2003
Walter Sisulu Funeral – Johannesburg	17 May 2003
Under 12 Junior Golf Team – Pretoria	18 May 2003
3 rd Extraordinary Session of AU Executive Council – Sun City	21 May 2003
40 th Anniversary of the OAU - Johannesburg	24 May 2003
Africa Day Celebrations – Johannesburg	25 May 2003
Growth and Development Summit – Midrand	7 June 2003
National Youth Day Celebrations – Witbank	16 June 2003
Budget Vote – Cape Town	19 June 2003
Presidential Golf Classic – Woodhill Golf Estate	21 June 2003
Working Visit – President Chissano – Pretoria	24 June 2003
9 th Million Recipient of Clean Water – KwaZulu Natal	5 July 2003
SA Women in Dialogue – Midrand	5 July 2003
Shembe Church – KwaZulu Natal	5 July 2003
Visit to Nazareth Baptist Church – KwaZulu Natal	5 July 2003
Launch of Census 2001 results – Pretoria	8 July 2003
Conference of SA Christian Leaders Assembly – Pretoria	8 July 2003
Official Visit – USA – Pretoria	9 July 2003
Judicial Conference – Johannesburg	16 July 2003
Nelson Mandela 85 th Birthday Celebrations – Johannesburg	19 July 2003
Africa Peer Review Panel for Nepad – Cape Town	27 July 2003
The Afrikaanse Handelsinstituut (AHI) Awards – Pretoria	1 August 2003
Official Visit – Kenya – Pretoria	5 August 2003
Nepad Business Group Banquet – Johannesburg	6 August 2003
Womens' Day Celebration – Pretoria	9 August 2003
Induction of Bishop Dandala – Soweto	10 August 2003
Jewish Board of Deputies Centenary – Sandton	6 September 2003
Inauguration of the National Hindu Convention – Durban	6 September 2003
5 th World Parks Conference – Durban	8 September 2003
Opening of the African Marine Academy – Cape Town	9 September 2003
Opening of Majuba Power Station	11 September 2003
Swearing-in Ceremony of Deputy Minister Saaiman – Cape Town	19 September 2003
Black Business Working Group <i>Indaba</i> – Pretoria	26 September 2003
Courtesy Call – Springbok Rugby Team – Pretoria	3 October 2003
Black Management Conference – Cape Town	9 October 2003
Swearing-in Ceremony of Acting President Skweyiya – Johannesburg	14 October 2003
Brazil – Official Visit – Pretoria	7 November 2003

FUNCTION	DATE
Address to National Council of Provinces – Cape Town	11 November 2003
Presidential International Advisory Council on Information Society and Development – Cape Town	14-16 November 2003
President's Cup Golf Challenge – Cape Town	20 November 2003
3 rd Party Verification Mechanism Review Summit – Pretoria	27 November 2003
National Orders Ceremony – Pretoria	2 December 2003
24 th General Assembly of the World Veterans Federation – Johannesburg	1 December 2003
Uganda – Working Visit – Pretoria	14 December 2003
Freedom Park – Pretoria	16 December 2003
Official Visit – Germany – Pretoria	21 January 2004
Opening of Parliament – Cape Town	6 February 2004
National Orders – Pretoria	3 February 2004
Honorary Doctorate – Stellenbosch	20 February 2004
Food and Agriculture Organisation Regional Conference for Africa - Sandton	4 March 2004
Oscar-winner Charlize Theron's visit – Pretoria	8 March 2004
Freedom Park – Pretoria	8 March 2003
Consultative Forum of African Governors – Sandton	12 March 2004
Honorary Degree and Chief Albert Luthuli Lecture – KwaZulu Natal	20 March 2004
6 th African Renaissance Conference – KwaZulu Natal	26 March 2004
Funeral Service Mr Dullah Omar – Cape Town	20 March 2004
Official Memorial Service for the late Mr Omar	24 March 2004
International Conference hosted by Africa Institute of SA – Pretoria	26 March 2004

The Protocol unit is also responsible for the compilation of programmes and facilitation of the Political Principals' foreign and international programmes in consultation with the Director General in The Presidency, the International Relations and Trade Chief Directorate and the Chief of State Protocol in the Department of Foreign Affairs.

The Protocol and Ceremonial unit oversees the observance of State and official "formalities" (i.e. conventional rules of personal behaviour and the administration of the Official Table of Precedence) in line with internationally acceptable standards of good practice through, *inter alia*, assistance with the advancement and upholding of official protocol and etiquette.

The Protocol unit also monitors the use of national symbols in collaboration with the Patents and Trade unit in the Department of Trade and Industry and the Bureau of Heraldry. This includes the use of the national flag, the national anthem, the Coat of Arms and the use of pictures and images of the President and Deputy President by individuals and institutions.

3.5.3 National Orders and National Symbols

As indicated in chapter 2.2 of this report, three additional National Orders, namely the *Order of Luthuli*, the *Order of Ikhamanga* and the *Mendi Decoration for Bravery*, were unveiled on 30 November 2003 at the Union Buildings in Pretoria. The Chancery of Orders together with the Bureau of Heraldry facilitated the whole process of the design, production and institution of these three additional Orders, thereby completing the process of the transformation of the National Orders. The second National Orders Investiture Ceremony was held on 2 December 2003 at the Union Buildings. Six *Orders of Mendi for*

Bravery, twenty-one *Orders of Ikhamanga* and sixteen *Orders of Luthuli* were awarded.

The Chancery also facilitated the approval, by the Chancellor of Orders, of the acceptance and wearing of foreign Awards by South African citizens.

The Protocol unit also monitors the use of national symbols in collaboration with the Patents and Trade unit in the Department of Trade and Industry and the Bureau of Heraldry. This includes the use of the national flag, the national anthem, the Coat of Arms and the use of pictures and images of the President and Deputy President by individuals and institutions.

3.5.4 Successes and challenges

Despite facing numerous challenges, our dedicated team of Protocol officers acted professionally and efficiently to ensure that our Principals' programmes were successful. Progress was also made with empowerment and capacity building within the unit.

3.5.5 Credentials presented

The presentation of Letters of Credence by the Heads of Mission to the President of the Republic of South Africa is an important aspect of our foreign relations. This review reflects the extent and depth of our relations with countries around the world.

Letters of credence were presented by the following during the year under review:

Canada, Burkina Faso, Jamaica, Japan, the United Arab Emirates, the Slovak Republic, the State of Eritrea, the Kingdom of Thailand,

New Zealand, the Union of Myanmar, the Islamic Republics of Pakistan and Iran and the Republics of Zambia, Colombia, Botswana, Mali, Namibia, Kenya, Equatorial Guinea, Gambia, Hungary, France, Haiti, Cuba, Turkey, Tunisia, Portugal and The Philippines.

3.6 LEGAL AND EXECUTIVE SERVICES

3.6.1 Priority areas

The Legal and Executive Services unit is tasked with providing executive services to the Principals in The Presidency and the Director General (in his capacity as Secretary to Cabinet), as well as general legal services to The Presidency as a whole. The unit also provides a secretariat to the Independent Commission for the Remuneration of Public Office Bearers ("the Commission").

The key priority of the unit for the year under review was to finalise the process of streamlining its functions. These have now been successfully divided into 3 main divisions, namely:

- Legal Services, responsible for legal advice to the Principals and The Presidency, as well as for litigation;
- Executive Services, responsible for processing legal instruments by which the President exercises his powers and discharges his obligations as provided in the Constitution and other legislation; and
- The Commission Secretariat, responsible for providing administrative support to the Commission.

3.6.2 Successes and challenges

At the core of the unit's mandate is the function of providing sound legal advice to the Principals and The Presidency as a whole, with the ultimate objective being to ensure that they are in a position to execute their executive, management and administrative functions in line with the constitutional and legislative prescripts that govern them.

In the course of discharging the above mandate, approximately 1 627 files were processed. These files relate to all the functions within the unit.

Workshops were also held with various client departments to enhance the quality of legal instruments processed, in particular. These workshops have yielded positive results in that critical partnerships and, generally, closer working relationships with officers in the feeder departments have been established.

The highlight of the year under review was the preparation for the 2004 National and Provincial Elections. This involved co-ordinating processes in Parliament, the Provincial Legislatures, and Offices of the Premiers with those in The Presidency for purposes of dissolving the Legislatures and setting a common date for the elections.

The Secretariat continues to provide administrative support to the Commission which, at the end of the year under review, was in the process of reviewing the salary structure for public office-bearers, as well as establishing a framework for the review of the remuneration of Judges and Magistrates.

3.7 SPOUSAL OFFICE

3.7.1 Spouse of the President

The Spouse of the President is an integral part of the Presidency, performing a partnership role in Presidential ceremonial, state and executive functions. On a personal level, she is keen on issues of women's development, poverty and its manifestations in rural and semi-urban areas, and initiatives that begin to encourage dialogue amongst women on the African continent with a view to integrating Gender on the African development agenda. Owing to her high profile, she is frequently requested to participate in patronage programmes from different sectors.

In addition to these demands, the Spouse is expected and requested by the broader South African community to perform a number of duties which include amongst others:

- Accompanying the President on State visits, both abroad and as host;
- Attending functions both nationally and internationally;
- Being a patron to a number of programmes;
- Initiating, instituting and supporting developmental programmes;
- Attending various functions (cultural, religious, sport and recreation, educational, children, youth, etc); and
- Promoting the vision, mission and values of The Presidency.

3.7.2 The Spousal Office

The purpose of the Spousal Office is to prepare, support and co-ordinate all roles and functions of the Spouse during the President's term of office. The Office is the custodian of the Spouse's official programme of action in all her different capacities. The Spousal Office provides administrative and managerial support to all activities in which the Spouse of the President engages.

The Spousal Office derives its mandate from The Presidential mandate. Therefore, its purpose is to enhance the activities of The Presidency. This it accomplishes through direct contact with civil society, regional and sub-regional bodies.

3.7.3 Objectives of the Spousal Office

The key objective of the Spousal Office is to determine priorities of the critical projects and programmes, focusing on developmental issues for women and the youth, specifically poverty alleviation in rural areas and semi-urban areas.

3.7.4 SA/DRC Women's Peace Forum

The African Heads of State/Government, through the Constitutive Act of the African Union (AU) and the New Partnership for Africa's Development (Nepad) gave expression to a common vision of a united and strong Africa built upon a partnership between African governments, all segments of civil society and in particular women, youth and the private sector - a partnership that would strengthen solidarity and cohesion among all Africans.

A major impediment in realising the vision recognised by the African leaders, is the occurrence of conflict on the continent, which frustrates programmes for growth, development and integration. It is therefore incumbent upon all Africans to promote and consolidate peace, security and stability in our communities and in our continent.

In responding to the above challenges, the Spousal Office hosted, in March 2003, a successful Peace Dialogue between South African women and women from the Democratic Republic of the Congo (DRC). In the course of these encounters requests were made to South African women to play a role in the resolution of the DRC conflict and to help them mainstream gender issues by sharing South African experiences in promoting a pro-women agenda. This includes how -

- women entered Parliament in large numbers and even secured critical Cabinet positions;
- the integration, into the South African National Defence Force, of disparate warring armies was attained;
- South Africa managed the post-conflict environment where small arms were freely available in communities; and
- returnees were secured; and counselling was provided for their integration.

As a follow-up on this meeting a South African women's delegation was invited to participate at a DRC National Women's Peace Conference representing all parties in the conflict in May 2003 where the Executive Director of the United Nations Development Fund for Women (Unifem) also launched the Independent Expert Study on "Women, War, and Peace". Furthermore, South African women were invited to play a role, together with Unifem, at the Great Lakes Women's Peace Dialogue, which will bring together women from the region.

3.7.5 Visit to SA by the First Lady of the Islamic Republic of Iran

The Spouse of the President, Mrs Zanele Mbeki, visited the Islamic Republic of Iran in 2000. This was a very successful visit and, as a result, Mrs Mbeki offered to reciprocate, hosting H.E. Zohreh Sadeghee, the First Lady of the Islamic Republic of Iran, from 10 to 13 September 2003.

H.E. Zohreh Sadeghee and her delegation -

- paid courtesy calls on President Thabo Mbeki and on Mr Nelson Mandela, the former President;
- visited a Muslim Community Centre in Centurion; the Cape Point Nature Reserve; the Lesedi Cultural Village; the Gender Programme in the Science Faculty at the University of Pretoria and the Saartjie Baartman Centre in Manenberg; and
- attended official dinners hosted by H.E. Javid Ghorbanoghli, the Ambassador of the Islamic Republic of Iran, at the Sheraton Hotel, Mrs Z Mbeki, the Spouse of the President at Mahlamba Ndlopfu and Cllr Nomaindia Mfeketo, the Mayor of the City of Cape Town.

Various Ministers and Deputy Ministers paid courtesy calls, the

intention being to establish ties and reaffirm relations in areas that will assist in empowering South African women and to alleviate poverty in the long term.

3.8 THE OFFICE OF THE MINISTER IN THE PRESIDENCY



Minister E G Pahad

3.8.1 Institutions in the Minister's area of responsibility

The Minister in The Presidency holds a number of executive responsibilities for which he is accountable to the President and Cabinet. Key amongst these are the -

- Government Communication and Information System (GCIS): Minister and Executing Authority;
- International Marketing Council (IMC): Executive Authority in terms of the Public Finance Management Act (PFMA);
- Media Development and Diversity Agency (MDDA): Executive Authority in terms of the PFMA;
- National Youth Commission (NYC): The Minister is charged with the administration of the National Youth Commission Act, of 1996 (as amended in 2000) and as such acts as the Executive Authority for the NYC;
- The Presidency: Specific political responsibility for the Office on the Status of Women, the Office on the Status of Disabled Persons, and the Office on the Rights of the Child;
- A member of Cabinet Committees on the Economic Sector, Social Sector, International Relations, the Peace and Security Cluster and the Governance and Administration Cluster;
- Presentation of all Cabinet Memoranda emanating from The Presidency; and

- Compilation and Presentation of Current Affairs discussions as a standing item at all full Cabinet meetings.

Apart from the specific responsibilities as outlined above, the Minister is involved in a number of other key projects and during the period under review these included the following:

- Member of the Board and Executive Committee of the International Marketing Council (IMC).
- Member of extended South African National Aids Council (Sanac) Core Group of Ministers.
- Convened an *ad hoc* group to assist in moving forward the work of the Freedom Park Trust.
- Convened an *ad hoc* group to assess the work and progress on the institutionalization and implementation of the new system of National Orders.
- Established close working relations with the SA Chapter of the African Renaissance.
- Met on a regular basis with all major media houses (print and electronic) and a group of fund managers.
- Attended the regular Presidency Advisers' Forum and assisted with the establishment of the Presidency Consultative Forum.
- Chairperson and member of the Board of Trustees of the South African Democracy Education Trust.
- Chairperson of the Inter-Ministerial Task Team for the 10th Anniversary Celebrations and the 2004 Inauguration.

3.8.2 Official Ministerial Visits Abroad

Date	Country	Purpose
April 2003	Mali	To sign a memorandum of understanding between the Government of Mali and the Government of the Republic of South Africa with regard to the preservation of ancient manuscripts in Timbuktu
May 2003	Botswana	To attend a Commonwealth meeting for ministers responsible for youth
July 2003	United Kingdom	Attending the launch of the Mandela Rhodes Foundation
July 2003	Iran	Official visit to the Head of the Presidency in the Islamic Republic of Iran – H.E. S A Khatami
September 2003	Mongolia	To attend the 5 th UN International Conference of new or restored democracies
September 2003	Switzerland	To attend the handover of the 2010 Soccer World Cup Bid Book
October 2003	Colombo	To attend the 4 th Ministerial Meeting of the Indian Ocean Rim Association for Regional Co-operation (IOR-ARC)

Date	Country	Purpose
October 2003	Malaysia	To represent President Mbeki at 10 th session of the Islamic Summit Conference
October 2003	India	As part of Presidential delegation on the State Visit to India
October 2003	United Kingdom	To attend the Solidarity with South Africa Conference to mark ten years of democracy
November 2003	Canada	As part of Presidential delegation on the State Visit to Canada
November 2003	Czech Republic	Official visits to further bilateral relations
January 2004	India	To attend the Confederation of Indian Industries Summit as well as to attend meetings with regard to the India-Brazil-South Africa (IBSA) strategic partnership.

3.8.3 The Ministry

The Ministerial Services Component in The Presidency provides administrative, secretarial, parliamentary, speech-writing and content support to the Minister in The Presidency so as to assist the Minister to discharge the duties related to his specific areas of responsibility as outlined above.

Ministerial Services has been heavily involved with providing co-ordination, project and administrative assistance for the Ten Year Celebration project, which is one of the Minister's responsibilities, and assisted with the establishment of a project office in this regard.

During a review process in December 2002 and in discussion with the Minister and Director General, a new staff establishment was agreed to in order to deal with the increased expectations with regard to the role of the Minister in The Presidency and specifically to address issues of good governance support to the Minister in his responsibilities as Executing Authority in terms of the Public Finance Management Act for the GCIS, NYC, IMC and MDDA. These new posts and vacancies have been filled.

The Minister employs a Special Adviser with specific responsibility for Communications and Media issues.

Core Functions and Objectives of the Ministerial Services Component include:

- Strategic Planning and policy development support.
- Promoting the work of the Minister.
- Administrative and Personal Support Services, including diary co-ordination and logistical arrangements.
- Media Liaison Services.
- Parliamentary Services.

4. Office of the Deputy President

The Office of the Deputy President (ODP) aims to provide efficient and effective administrative and professional support service to the Deputy President in the execution of his delegated responsibilities.

These responsibilities include:

- Executing duties as Leader of Government Business in Parliament
- Heading the Moral Regeneration Movement (MRM) as patron
- Leading the HIV and Aids strategy and chairing the South African National Aids Council (Sanac)
- Traditional, linguistic, cultural and religious affairs.

The Office comprises the following units:

- Chief Directorate: Strategy, Research and Implementation
- Chief Directorate: Communications
- Directorate: Personal Support Services

The Office is also supported by an Advisory Support Service, comprising three advisers to the Deputy President in the areas of HIV and Aids, law and political and economic affairs.

4.1 STRATEGY, RESEARCH AND IMPLEMENTATION

4.1.1 Special Projects

(a) Moral Regeneration

Moral regeneration is a nation-building programme undertaken by Government and civil society, aimed at promoting human rights, ethical behaviour and the values enshrined in the Constitution of the country.

The year 2003 witnessed the active participation of the government sector in the moral regeneration programme. The Moral Regeneration Movement (MRM), a Section 21 company, involves various sectors of society and has forged a strong partnership with Government in the campaign to restore the moral fibre of society.

The philosophy of the MRM is that effective actions and campaigns towards moral renewal should be rooted at grassroots



Deputy President J G Zuma

level. Hence, it encourages the formation of regional and provincial structures.

After April 2003, MRM Working Committees were officially launched in six provinces, supplementing the three that were already in place. In turn, the participation of the district councils in the campaign has been encouraged by the provincial structures, resulting in the creation of regional working committees. Some of the metropolitan municipalities, for example the City of Cape Town and the Nelson Mandela and Tshwane municipalities, have also put in place structures to drive the campaign, with these structures being officially launched in 2003.

Most of the provincial MRM committees have participated in the Freedom Park Trust project, the Cleansing and Healing Ceremony, as part of their contribution to the reconciliation process.

The MRM still faces the challenge of compiling the Campaign for the Charter for the Moral Communities. The objective is to reach out to the communities to make submissions to a moral charter,

which will be a framework to guide the work of the MRM.

The government sector within the MRM held a two-day workshop on 26 and 27 June 2003, under the co-ordination of the Office of the Deputy President, to discuss the mainstreaming of moral regeneration by government departments.

The national departments that are actively involved in programmes with a strong moral regeneration thrust are Education, the South African Police Services, Social Development, Justice and Constitutional Development, Sports and Recreation and Water Affairs and Forestry. All these departments have moral regeneration programmes that are at various stages of advancement, while others have streamlined and integrated the activities into the general functions of the departments.

In addition, a number of programmes, co-ordinated from as diverse a range of offices as mayoral, local government chief whip through to provincial departments, have been launched in the four provinces of Gauteng, Western Cape, Free State and Mpumalanga. Other provinces, including KwaZulu Natal, Eastern Cape, Northern Cape and Limpopo have plans underway to launch offices and integrate their activities into the government programme.

Among municipalities, the City of Cape Town has located its moral regeneration activities in the Office of the Executive Mayor, Nelson Mandela and Ethekwini have located theirs in the Offices of the Speakers, Ekurhuleni has located its activities in the Office of the Chief Whip whilst in Tshwane moral regeneration activities are driven by the Interfaith Committee.

The government sector at all levels was geared towards making a difference with regard to this programme, during the year under review.

(b) Public Participation

A The *Imbizo* Programme

The *Imbizo* is a unique government programme of which the overall objective is to promote interactive governance and participatory democracy as well as improved implementation of programmes to improve the quality of life of ordinary people.

It involves Political Principals in unmediated communication and interaction with the public, creating a platform for two-way communication wherein communities and Government in all spheres can share ideas on dealing with concerns and on how to work together to address problems and speed up development and service delivery.

The Presidency *Imbizo* has become an important tool for enhancing delivery of basic services. The programme incorporates follow-up processes, amongst others referring issues raised to the relevant government departments.

(i) The Limpopo Province

The Deputy President held an *Imbizo* in the Limpopo Province on

3 and 4 April 2003, which took place against the backdrop of the government's *Imbizo* Focus Week from 31 March to 6 April 2003. The unmediated interaction took place in the communities of Mafefe Moshate and Hlogo ya Nku, both located in poor and isolated rural hinterlands.

The community requested the government's support in farming, reported that their land claims had not been attended to by Government, that distances to schools were too far for their children and that school buildings were in a bad condition.

There were also concerns that the police station, clinics and hospitals were too far from the people. The issue of grants for asbestosis victims was raised, as was the problem of high levels of crime and unemployment. There were also requests for the upgrading of access roads, water supply and the provision of sports facilities.

(ii) The Mpumalanga Province

The *Imbizo* in the Mpumalanga Province on 17 and 18 November 2003 was the fifth *Imbizo* conducted by the Deputy President since the inception of the programme in 2001. The Province identified the Ehlanzeni and Nkangala Districts for the *Imbizo* and interactive sessions took place in the municipalities of both districts, the Nkomazi and Dr J S Moroka municipalities respectively. Among issues raised during the *Imbizo*, and to which Government is now attending, are the shortage of water, alleged corruption in the tendering process of government contracts and poor facilities at schools such as dilapidated buildings.

(iii) Follow-up visit to the Free State Province

The Deputy President visited Free State Province's Xhariep District on 29 January 2004, to review progress made since his prior *Imbizo* to the Province on 28 and 29 November 2001.

The 2001 visit to the District had a positive effect in terms of making the Xhariep District a priority area for development. The 2004 visit revealed that a lot of progress had been made in a number of areas, including agriculture and land restitution, sport and recreation and multi-purpose community centres.

In 2001, a request for the speeding-up of land claims had been made. The emerging farmers in the Madikgetla Boerdery ("farming enterprise") had requested to be provided with sufficient grazing land for their livestock while the Bethany Commonage Property Association had raised the issue of land grants to small farmers.

The Provincial Government informed the Deputy President and the community that, since his 2001 visit, 18 farms had been allocated to previously disadvantaged families through grants obtained from the Ministry of Agriculture and Land Affairs. The Department of Agriculture had also played a critical role in providing skills to the emerging farmers.

The emerging farmers of Madikgetla raised a number of complaints with the Deputy President. These included difficulties relating to buying land from commercial farmers and the issue of farm evictions. The Deputy President promised the emerging

farmers that he would come back to the area and facilitate discussions with the commercial farmers to iron out these issues.

On the question of access to services, the people of Trompsburg and Zastron had in 2001 complained about having to travel to Bloemfontein to obtain identity documents and other civic documents. The 2004 *Imbizo* was informed that multi-purpose community centres in Trompsburg and Zastron were under construction and would start operating during the course of 2004.

The people of Trompsburg had requested sport and recreational facilities, and these were subsequently built by Government at a cost of R 4 million.

At the conclusion of his visit, the Deputy President said the progress made in the Xhariep District indicated the value and effectiveness of the *Imbizo* programme as a monitoring and evaluation tool, bringing together all levels of Government to listen to the people and to respond to community needs.

B Other Individual Community Visits

The Deputy President also visited various communities around the country during the year under review, and was able to get a first-hand account of the challenges facing Government and the views of the various communities on the ground.

For example, the Deputy President visited Mahlabathini in northern KwaZulu Natal on 8 April 2003 in response to a request by the community to listen to their concerns regarding development and service delivery in the area. The issues that were raised by the people were referred to the relevant government departments and some of them have been addressed. Community members had requested water supplies, and had also raised the need for jobs. They also shared their views relating to child support grants including suggestions that unemployed widows and grandmothers should be the ones benefiting from such grants.

Another visit was to the Bonteheuwel area on the Cape Flats, Western Cape on 3 June 2003. The Deputy President listened to the concerns of the community, which mainly revolved around crime, in particular drug-dealing and its negative impact on the community. The Deputy President met with families whose children had been killed in gang violence. He promised the community that Government would deal with the matter. Provincial and National Government have subsequently worked together to increase police presence, and work in this area is continuing.

The Deputy President also visited Hosi Muhlava III and the Nkuna Traditional Authority in the Limpopo Province on 20 February 2004. The community requested government assistance in dealing with issues including a lack of water, unemployment, a tarred road leading to the Royal Offices, a soccer stadium, and a rehabilitation programme for farmers affected by floods in 2000 and drought in 2003. The matters are being attended to by the relevant government departments.

(c) South African National Aids Council (Sanac)

Sanac was established to ensure better co-ordination and to strengthen the Partnership Against Aids between Government and civil society.

The Council is chaired by the Deputy President and consists of 17 civil society sectors, 18 government departments, 2 Portfolio Committee members from the health sector and the Chairperson of the Select Committee on Social Services.

Sanac completed its restructuring process during the year under review and has now established an Executive Committee, which meets regularly to implement Sanac decisions and to respond to urgent matters. Membership of the Executive Committee consists of 5 members of civil society, five Ministries and the Chairperson of Sanac. The Sanac Trust is now operational as a national public entity registered under Schedule 3A of the Public Finance Management Act.

New developments in the response to the HIV and Aids epidemic, particularly the establishment of the Global Fund and the critical need for effective monitoring and evaluation, have placed more responsibility on Sanac. A decision was therefore endorsed to increase the current capacity of the Sanac Secretariat to include technical and financial expertise.

The following structure has been established: Project Manager, Financial Manager and Co-ordinator to work with civil sector programmes, internal liaison to work with government departments and Provincial Aids Councils, and two administrative staff members. The Secretariat's responsibility is to provide technical, logistical and administrative support to Sanac.

Sanac has also been appointed as the Country Co-ordination Mechanism (CCM) for South Africa in terms of the Global Fund. The role of the CCM is to review, evaluate and make recommendations on proposals submitted for funding prior to forwarding recommendations to the Global Fund. The Global Fund consists of two structures: Principal Recipient (PR) and Local Fund Agent (LFA). The role of the Principal Recipient is to ensure that approved proposals by the Global Fund are implemented and that quality financial and non-financial reports on outcomes and impact of various sub-recipients are forwarded to the Global Fund through the Local Fund Agent. The role of the LFA is to access the nominated Principal Recipient and report directly to the Global Fund.

The issue of the Principal Recipient has been reviewed with a view to bringing it closer to implementation. For Round 2 grants of the Global Fund, the Principal Recipient will be the National Department of Health and the Western Cape Health Department. To date, South Africa has been granted funding for all three previous rounds of the Global Fund. The CCM has just forwarded submissions for Round 4 applications.

With regard to the activities of sectors within Sanac, many workshops across sectors have been held for advocacy, mobilization and capacity building in relation to the implementation of the National Strategic Plan. In addition, various

sector forums have been established to streamline and strengthen responses, for example, the National Forum of Traditional Leaders and the Hospitality Industry Forum.

While many of the forums have been established successfully, the challenge has been to implement their activities and to co-ordinate work within sectors. Operational plans of the various sectors have been prepared as a move towards better co-ordination and ensuring better cohesion and effective functioning of the Council.

List of Sanac Members during the year under review:

- Mr Jacob Zuma - Deputy President and Chairperson
- Prof. Kader Asmal - Minister of Education
- Ms Thoko Didiza - Minister of Agriculture and Land Affairs
- Ms Geraldine Fraser-Moleketi - Minister of Public Service and Administration
- Mr Membathisi Mdladlana - Minister of Labour
- Mr Ben Sikhosana Skosana - Minister of Correctional Services
- Dr Zola Skweyiya - Minister of Social Development
- Dr Manto Tshabalala-Msimang - Minister of Health
- ^a Ms Ntombazana Botha - Deputy Minister of Provincial and Local Government
- Ms Nozizwe Madlala-Routledge - Deputy Minister of Defence
- Mr Mosibudi Mangena - Deputy Minister of Education
- Mr Mandisi Mphahla - Deputy Minister of Finance
- Mr P W Saaiman - Deputy Minister of Correctional Services
- Ms Susan Shabangu - Deputy Minister of Minerals and Energy
- Ms Hendrietta Bogopane-Zulu - Member of Parliament, Chairperson of Youth, Children and Disabled People - Disability Sector
- Ms Nana Bonga - NGO Sector
- Mr Alan Brand - Hospitality Sector
- Mr Mark Heywood - Human and Legal Sector
- Mr Vuyani Jacobs - People Living with HIV and Aids (PLWHA) Sector
- Ms Loretta Jacobus - Portfolio Committee on Social Services
- Ms Dawn Le Roux - Labour - Fedusa
- Ms Prudence Mabele - People Living with HIV and Aids (PLWHA) Sector
- Mr Gaby Magomola - Business Sector
- Rev Steven Mbande - Religious Sector
- Mr Alfred Mikosi – Men's Sector
- Ms Jacqueline Mpolokeng - Labour - Cosatu
- Sister Alison Munro - Religious Sector
- Inkosi Boy Mzimela - Traditional Leaders
- Mr James Ngculu - Member of Parliament, Portfolio Committee - Health
- Ms Shirley Ngwenya – Women's Sector
- Prof. Brian O'Connell - Academic Sector
- Dr Victor Ramathesele - Sports Sector
- Dr Urmila Sankar - Local Government Sector
- Mr Sizwe Shezi - Youth

- Ms Puseletso Tsukulu-Motsohi - Labour - Nactu
- Ms Cati Vawda – Children's Sector

A Council member, Minister of Transport, Dullah Omar, died on 12 March 2004. Another member, Dr Ben Ngubane, former Minister of Arts, Culture, Science and Technology, left Cabinet and is now South Africa's Ambassador to Japan.

(d) Traditional Leaders

The Deputy President has the oversight capacity on matters relating to traditional leaders. In this capacity he travelled the country, including the provinces of Limpopo, Free State, KwaZulu Natal, Eastern Cape and Mpumalanga, addressing their concerns and assuring the leaders that Government would not erode the powers of traditional leaders, but would instead incorporate them into the newly demarcated democratic municipalities.

During the period under review, the Communal Land Rights Act was passed in January 2004, which further defined the place and role of the traditional institutions within the new system of democratic governance. It was thus incumbent upon the Deputy President to convey the implications of the Act to all the traditional leaders he visited. The visits by the Deputy President to the traditional authorities have exceeded all expectations, reinforcing the recognition and significance that the government attaches to traditional authority, and, in turn, the traditional leaders' allegiance to the Government.

4.1.2 Office of the Leader of Government Business

As stipulated in Section 91(4) of the Constitution of the Republic of South Africa, the Office of the Leader of Government Business (the Deputy President) undertook a number of tasks.

During the year under review, the Leader of Government Business interacted with government departments and guided them in the development, prioritization and implementation of the legislative programme. Guided by the State of the Nation Address and other priorities as identified in the *Makgotla*, the Office was able to assist departments in identifying priorities. The Office also conducted monthly checks on the progress of implementation of the programme.

As a result, during the term under review, there was a reduction in the number of requests by government departments for introduction of an urgent Bill that had not been initially part of the programme. There were also drastically fewer requests for fast-tracking of legislation through Parliament to meet an unforeseen deadline.

By maintaining this close and regular contact with the departments, the Cabinet Office and the Policy Unit, the Office of the Deputy President was able to enhance the overall planning and co-ordination capacity of The Presidency.

At the end of the year (2003), an evaluation of the implementation of the legislative programme was conducted.

As a result of the measures and systems implemented during the previous year under review, departments responded by reducing the numbers of bills proposed and instead focused on the quality of the legislation introduced. The Office also focused on maintaining open communication between the State Law Advisers, the Parliamentary Committees and the departments, thereby ensuring that any blockages were dealt with immediately. This was achieved.

An example of the success of the measures introduced by the Office to focus on the quality of bills was the reduction in the number of amendments to the principal bill or bills that are subject to constitutional challenges.

The Leader of Government Business also ensured that questions to Parliament were answered by Members of the Executive, timeously. A report of all unanswered questions at the end of each Parliamentary term is compiled and submitted to Cabinet as a reminder to the Ministers concerned.

4.2 INTERNATIONAL PROGRAMME ENGAGEMENTS

In line with South African Government priorities and as part of the duties assigned to him by the President, the Deputy President assists in promoting the country and South Africa's good relations within the continent and abroad. In particular, the Deputy President focused his activities on African renewal, which included Nepad, the African Union and promoting South Africa's national interests and values and the African renaissance. The Office of the Deputy President has provided support to the Principal in these endeavours, including the peace initiatives in Africa, especially in Burundi.

(a) Bilateral Relations

Bi-National Commissions (BNCs)

The Deputy President is co-chairperson of three Bi-National Commissions, between the Republic of South Africa and the Federal Republics of Germany and Nigeria, and Sweden. Bi-National Commissions focus on cementing relations between countries with particular emphasis on trade and development co-operation. BNCs also serve to support initiatives such as Nepad and other renewal priorities on the continent.

The third meeting of the South Africa/Sweden BNC took place in October 2003 and a number of goals were achieved. These included agreement to increase co-operation on conflict prevention and management, exploring ways further to intensify co-operation in areas of technology and undertaking to explore the feasibility of a South African proposal for a pilot project regarding Electronic Learning (E-learning) in primary schools. Agreement was also reached on the need to abandon trade barriers and subsidies in the field of agriculture. It was also proposed that a Labour Market Forum be established under this BNC.

Also in October 2003, the fourth session of the South Africa/Germany BNC was held. Agreements included strengthening co-operation in the field of human resources development, provision of support for heritage and archival

preservation, co-operation in the audiovisual sector and an exchange programme of artists and cultural activities. It was also agreed to intensify co-operation around climate change, the implementation of the *Johannesburg Plan of Action*, renewable energy, rehabilitation of mines and contaminated sites, and air-quality and waste management.

More agreements and achievements were to follow during the fifth session of the South Africa/Nigeria BNC which took place in December 2003. Already existing achievements since the beginning of this BNC had included the signing of agreements on the reciprocal promotion and protection of investments, bilateral trade and the avoidance of double taxation and a memorandum of understanding between the South African Financial Services Board and the Nigerian Securities and Exchange Commission. A programme of co-operation on Arts and Culture was also signed by the Nigerian Minister of Culture and Tourism and the South African Deputy Minister of Arts, Culture, Science and Technology.

(b) Working visits to strengthen bilateral relations

The Deputy President undertook a number of working visits, aimed at boosting relations. In September 2003, he visited the Netherlands, to bolster economic relations and to strengthen relations between South Africa and legal multilateral institutions, such as the International Court of Justice, the International Criminal Court and the Permanent Court of Arbitration.

The Deputy President also met with businesspeople and potential investors and briefed them on investment opportunities in South Africa, and also held discussions with African ambassadors on progress made in the peace processes on the continent.

The visit was highly successful and served to confirm South Africa's support for multilateralism and multilateral institutions in international governance. The Deputy President was encouraged by the interest that Dutch businesspeople showed in South Africa, and by their positive attitude towards this country.

As part of further promoting economic and political relations, the Deputy President visited Spain on 24 and 25 September. He held bilateral discussions with the First Deputy Prime Minister, Mr Rodrigo Rato, and discussed, among other issues, developments regarding Nepad and the AU, conflict resolution and peacekeeping and concrete steps to expand economic ties.

The Deputy President also met with parliamentarians and interacted with Spanish opinion-makers as well as the Madrid business community.

From 13 to 15 October 2003, the Deputy President visited Turkey. The discussions with his counterpart, Prime Minister Recep Tayyip Erdogan, focused on the expansion and consolidation of bilateral political and economic relations, operationalisation of the African Union and the implementation of Nepad as well as multilateral issues including post-war Iraq, the escalation of hostile conditions in the Middle East, reform of the United Nations, and the global fight against international terrorism.

During the visit, agreements were signed on co-operation in the fields of Education, Arts and Culture, Science and Technology, Sport, Recreation and Youth Affairs and Police Co-operation.

While in Turkey, the Deputy President also laid a wreath at the Atatürk Mausoleum, paid a courtesy call on President Ahmet Necdet Sezer, and interacted with a business delegation consisting of both South African and Turkish representatives.

(c) Multilateral Relations

The Deputy President performed the following multilateral activities:-

- On 31 August, a working visit to Havana, Cuba, to attend the Sixth Conference of the Parties of the United Nations Convention to Combat Desertification (UNCCD). The conference was important for South Africa as a large sector of the country's rural communities is vulnerable to the consequences of desertification and drought.
- On 9 and 10 August, a visit to Kuala Lumpur, Malaysia, to attend the Kuala Lumpur World Peace Conference as part of South Africa's objectives of promoting world peace.
- From 13 to 16 August, the Deputy President represented South Africa at the Smart Partnership International Dialogue conference in Swaziland, aimed at promoting smart partnerships in Southern, Eastern and Western Africa, in the spheres of economics, geopolitics, technology and others.
- From 21 to 23 June 2003, he attended the Extraordinary Annual Meeting of the World Economic Forum in Jordan, entitled "Visions of a shared future," hosted by His Majesty King Abdullah II of Jordan, to discuss the Middle East peace process.
- On 15 December, the Deputy President visited Addis Ababa, Ethiopia, to attend a meeting of the China-Africa Forum aimed at deepening relations between Africa and China and to discuss China's participation in the sustainable development of the African continent.

(d) Peacekeeping and Peacemaking – the Burundi Peace Process

As South Africa celebrates the First Decade of Democracy, the country is proud of its immense and continuous contribution in the promotion of peace, security and stability in the African continent, especially in Burundi, the Democratic Republic of Congo and Rwanda, and for South Africa's efforts towards the achievement of economic growth and social development.

South Africa became involved in the peace process in Burundi in 1999. The political situation in Burundi is decidedly complex, yet remarkable progress was achieved. The ODP has provided support to the Deputy President in his capacity as facilitator and guarantor of the Burundi peace process.

Some of the milestones in the peace processes during the year under review have been the signing of three cease-fire agreements, between the Burundi Transitional Government and

armed groups. The agreement between the government and the *Conseil national pour la defense de la democratie-Forces pour la defense de la democratie* (National Council for the Defence of Democracy Forces / Forces for the Defence of Democracy) (CNDD-FDD) led by Pierre Nkurunziza provided for the establishment of the African Mission in Burundi to monitor, verify and supervise the implementation of the agreements. South Africa continues to contribute troops towards the mission, which began operations in April 2003.

On 16 November 2003, the Transitional Government of Burundi and the CNDD-FDD (Nkurunziza) signed a *Comprehensive Political, Defence and Security Power Sharing Agreement*, thus paving the way for the CNDD-FDD to become part of the transitional government. Attempts to engage the only armed group not yet part of the peace process, the Palipehutu-FNL of Agathon Rwasa, were still continuing during the period under review.

In December 2003, the Deputy President requested the United Nations Security Council in New York to take over the African Mission in Burundi, so that it could be turned into a UN peacekeeping force. By 31 March 2004, the end of the period under review, the request was still being considered.

In addition, several meetings have been held with donor countries and the UN Security Council to encourage them to release funds that would enable the Burundi government to start with a reconstruction and development programme, and the alleviation of poverty.

The focus has also been on assisting Burundi to prepare for the end of the transitional period and the holding of general elections, scheduled for November 2004.

4.3 PERSONAL SUPPORT SERVICES

The Personal Support Services Directorate continuously strives to render excellent professional support to the Deputy President.

It comprises the Sub-Directorate: Private Secretariat and the Sub-Directorate: Administrative Services. Part of the responsibilities include the provision of personal support services, such as efficient secretarial support at all times to the Deputy President and other staff members in the Office of the Deputy President, especially advisers. The Administrative Services sub-directorate supports all staff members in administrative matters such as registry and transport services as well as the co-ordination of correspondence and the Office's diary committee.

The Personal Support Services division co-ordinated all logistics for the Principal's public engagements, both domestic and abroad, during the year under review, working closely with other service providers such as the Protocol and Ceremonial Services Directorate in The Presidency, Communications, Presidential Protection Unit in the South African Police Services as well as the South African Air Force in the Department of Defence, in professionally organizing both the domestic and overseas movements of the Principal.

Speeches and/or Major Public Engagements of the Deputy President

A. Domestic

Date	Event and venue
2 April 2003	Idasa/UNDP/SADC Regional Governance & Aids Forum, Cape Town
4 April 2003	Opening of Regional Office of Public Protector, Cape Town
6 April 2003	Reception of Global Fund's Executive Director, Pretoria
7 April 2003	Centenary of the <i>Ilanga</i> newspaper, Durban
17 April 2003	Opening of the J L Zwane Training and Development Centre, Cape Town
22 April 2003	Municipal volunteers of Ethekewini Municipality function, Ethekewini
23 April 2003	Stop the War campaign opinion-makers' function, Durban Ethekewini Business Community function, Ethekewini
27 April 2003	Freedom Day Speech, Port Elizabeth
9 May 2003	Opening of Zalu Hill Multi-Purpose Community Centre and Royal Chambers, Lusikisiki
18 May 2003	Banquet – Launch of SA Bid to host 2010 Soccer World Cup, Durban
23 May 2003	University of Zululand graduation ceremony, KwaZulu Natal
27 May 2003	Budget Vote 2003/2004 at the National Council of Provinces (NCOP) Chambers, Cape Town
31 May 2003	World Telecommunications Day, Rustenburg
7 June 2003	Launch of M P Naicker Collection, Durban University of Zululand Graduation Ceremony, Durban
11 June 2003	World Economic Forum Africa Summit, Durban
12 June 2003	Banquet of National Consultative Conference, Benoni
13 June 2003	Launch of Birth Registration Unit, Umlazi
14 June 2003	Anglican Women's Fellowship Conference, Kempton Park Gala dinner address to mark 130th anniversary of UNISA, Midrand
18 June 2003	The Presidency's Budget Vote 2003/2004, Cape Town
30 June 2003	PAN-African Parliament: Addressing Presiding Officers and Members of Parliaments of the African Union Launch, Cape Town Khomanani Health Worker Awards Ceremony, Pretoria
22 July 2003	Launch of Community Investment Holdings, Pretoria
29 July 2003	Launch of Doris Duke Medical Research Institute at the University of KwaZulu Natal, Durban
3 August 2003	Opening of the South African Aids Conference, Durban
25 August 2003	South African Transport and Allied Workers' Union (SATAWU) Congress, Kempton Park
8 September 2003	Gala Dinner KwaZulu Natal Construction Industry, Durban
17 September 2003	Closing address at the World Parks Congress, Durban
19 September 2003	Annual Address to the National Council of Provinces, Cape Town Launch of Eastern Cape Provincial Moral Regeneration Movement, Bisho
26 September 2003	Handover of SA 2010 Soccer Bid Book, Pretoria
27 September 2003	National Economic Development and Labour Council (Nedlac) Annual Summit, Sandton
28 September 2003	Launch of Ekuya Multi-Arts Centre, KwaMashu
29 September 2003	International Scientific Council for Tsetse & Trypanosomosis Research Control, Pretoria
30 September 2003	Interfaith Conference for Peace in Africa, Kempton Park
3 October 2003	Trust Feed Sod-turning Ceremony, Trust Feed
4 October 2003	Launch of fifth Partnership Against Aids Week, Phalaborwa
16 October 2003	Eskom African Business Leaders' Forum, Sandton
18 October 2003	University of Zululand Graduation Ceremony, KwaZulu Natal
19 October 2003	Paris-based Independent Association of Road Congresses (PIARC) World Road Congress, Durban
24 October 2003	Opening of the United Nations Development Programme, African Futures Publications, Africa "2025", Parliament Ucity Moral Regeneration Launch, Civic Centre, Cape Town
6 November 2003	National Teaching Awards, Pretoria
25 November 2003	16 Days of Activism: No violence Against Women and Children, Kimberley
26 November 2003	Launch of the South African Broadcasting Corporation (SABC) Voter Education Television series, Khululeka, Cape Town
27 November 2003	NCOP "16 Days of Activism: South Africa United in Fighting Violence Against Women and Children", Cape Town
1 December 2003	World Aids Day commemoration, Bloemfontein
1 February 2004	Visit to the Fellowship of Believers of the African Independent Churches, Tembisa
4 February 2004	Inauguration of the Billiton Hillside Expansion Project, Richards Bay
5 February 2004	Reception on the eve of the Opening of Parliament, Cape Town
6 February 2004	Cape Town Press Club, Cape Town
13 February 2004	Opening of the Mpumalanga Provincial Administration Complex and Legislature Building, Nelspruit
5 March 2004	Opening of Mnyakanya Secondary School, Nkandla
11 March 2004	Most Improved Schools Awards, Pretoria

B. International

Date	Occasion and place
30 April 2003	Inauguration of President of the Republic of Burundi Bujumbura, Burundi
21 June 2003	World Economic Forum (WEF) Extraordinary Summit on the Middle East, Jordan
29 June 2003	World Congress of International Political Science Association (IPSA), Durban
21 July 2003	Dinner in honour of the Prime Minister of the Cape Verde Islands, Pretoria
9 August 2003	Kuala Lumpur World Peace Conference, Malaysia
1 – 3 September 2003	Conference of Parties on UN Convention to Combat Desertification (UNCCD), Havana, Cuba
22 September 2003	South Africa/Netherlands Chamber of Commerce luncheon, The Hague, Netherlands
25 September 2003	Madrid Chamber of Commerce & Industry, Spain
10 October 2003	South Africa/Swedish Bi-National Commission (BNC), Sweden
13 – 15 October 2003	Official visit to Turkey, Ankara & Istanbul
30 October	Opening of Fourth Session of SA/German BNC Closing Remarks at Fourth Session of SA/German BNC, Pretoria
4 December 2003	Meeting at United Nations Headquarters, New York City
11 December 2003	Opening Ceremony of the Fifth Session of the South Africa/Nigeria Bi-National Commission Nigeria/South Africa Chamber of Commerce Closing Remarks at the Fifth Session of the South Africa/Nigeria BNC, Lagos & Abuja, Nigeria
15 December 2003	The Second Ministerial Conference of the China/Africa Co-operation Forum, Addis Ababa, Ethiopia
14 February 2004	23 rd Anniversary of the Matola Raid, Maputo, Mozambique

5. The Cabinet Office

The Cabinet Office consists of the office of the Deputy Director General, the Chief Directorate: Cabinet Secretariat and the Chief Directorate: Cabinet Office.

The Deputy Director General (DDG) who heads the Cabinet Office is also Deputy Secretary to the Cabinet. The DDG reports to the Secretary of the Cabinet who is also the Director General in The Presidency. The Deputy Director General oversees two chief directorates with a staff complement of 17 people, occupying positions ranging from Chief Director to Senior Operations Clerk.

The Cabinet Office is one of several key structures which support the Cabinet and its Committees in discharging their functions. Its functions reflect its key activities, which include:

- Supporting the decision-making processes of the Cabinet
- Supporting the Cabinet in ensuring that decision-making is consistent with policy
- Supporting adequate co-ordination among Ministries/Departments in the initiation, decision-making and implementation of policy
- Screening and quality control of Cabinet memoranda
- Facilitating effective communication of Cabinet decisions
- Supporting the Cabinet in monitoring its own work
- Building and maintaining close relations with structures in The Presidency, National Departments and Provinces

In line with its functions, the Cabinet Office sets itself the following objectives:

- Strategic management with a view to promoting synergy between the work of the Cabinet Office and the strategic role of the President, Deputy President and the Minister in The Presidency
- Effective management and oversight of the Cabinet Office to ensure efficient support for the Executive
- Ensuring effective Secretariat support for the Cabinet and its Committees to facilitate the operational dimensions of the work of the Executive
- Ensuring the strengthening and provision of policy support to all stakeholders with a view to ensuring effective decision-making
- Development and strengthening of operating systems for effective support to the Cabinet to align the operational and strategic content of the work of the Cabinet.

The functions and objectives are achieved through the respective functions of two chief directorates, expanded upon below.

The **Chief Directorate: Cabinet Secretariat** is responsible for the execution of the core functions of the Secretariat, which include ensuring logistical arrangements and administrative support for the Cabinet and Cabinet Committee meetings and the drafting and distribution of relevant documentation, comprising agendas and minutes for the above-mentioned meetings in accordance with an approved annual schedule recommended by the Secretariat and approved by the Cabinet.

As a mechanism to strengthen the operating systems for effective support to the Cabinet in the year under review, the Secretariat, in conjunction with the Policy Co-ordination and Advisory Services (PCAS) in The Presidency, facilitated the processing of quarterly reports to the Cabinet on the implementation of the Government's Programme of Action as agreed at the Cabinet *Makgolla* and as set out in the President's *State of the Nation Address* to Parliament.

Chairing the six Cabinet Committees is the shared responsibility of the President, the Deputy President and the Minister of Home Affairs. The Committees are serviced by the Secretariat and are chaired as follows:

Cabinet Committee meetings	Chairperson	Number of Committee meetings over the period 2003-2004
Cabinet Committee on International Relations, Peace and Security	The President	13
Cabinet Committee on Investment and Employment	The President	7
Cabinet Committee for Justice, Crime Prevention, Peace and Security	Deputy President	18
Cabinet Committee on Governance and Administration	Deputy President	20
Cabinet Committee for the Economic Sector	Minister of Home Affairs	18
Cabinet Committee for the Social Sector	Minister of Home Affairs	20

Cabinet Committee meetings precede Cabinet meetings in two weekly cycles. The number of cycles, and therefore the number of meetings, may be affected by events such as General Elections or other national and international events which require the involvement of a substantial number of Cabinet Committee members. During 2003/2004, the Secretariat serviced 23 Cabinet meetings and 96 Cabinet Committee meetings, two *Makgotla* (extended strategic planning or review meetings of the Cabinet), and one Treasury Committee meeting. At these meetings, the Cabinet considered 511 Cabinet memoranda.

The **Chief Directorate: Cabinet Operations'** main areas of responsibility comprise, among others, the provision of policy support to all stakeholders with a view to ensuring effective decision-making; continuous conceptualization of policy support and co-ordination; identification of policy gaps and possible overarching research areas; preparation of strategic and operational briefings for the Principals; and advocacy and promotion of the integrated decision-making system.

During 2003/2004, the Chief Directorate designed an induction guideline for the newly appointed Directors General. The aim of the programme is to familiarise new appointees with policies, systems and processes that will enable them to carry out their responsibilities effectively.

The co-ordination and distribution of Cabinet decisions to relevant authorised stakeholders, such as the Forum of South African Directors General Management Committee (FosadManco), is an ongoing task that enables accounting officers to support Ministers in executing their tasks. Supporting the Cabinet and its Committees in their quest to evaluate and review the approach and management of the January and July *Makgotla* through the development of appropriate frameworks precedes each *Lekgotla*. Because of its function of providing policy support, Cabinet Operations has a strong collaborative relationship with the Policy Co-ordination and Advisory Services, and, together with this Unit, Cabinet Operations is charged with the oversight, analysis and quality control of matters to be tabled in the Cabinet to ensure the necessary policy synergies and alignment. This collaborative effort also extends to the monitoring of the implementation and progress of Cabinet decisions.

Enhancing National and International Cabinet Experiences

There is an ongoing exchange of ideas among the Provincial and National Secretariat which enhances continuous learning and sharing of ideas on best practice.

In 2004, the Forum of South African Cabinet Secretariats was hosted by the KwaZulu Natal Province. The key-note speaker on this occasion was a Canadian official of the Cabinet Secretariat in Ontario, Canada.

The Cabinet Office also hosted a visit by the Special Assistant to the President of Ghana.

Capacity-building for Integrated Governance

As part of the process of enhancing capacity-building in the above regard, the Cabinet Office in the year under review conducted five workshops at National Government level and addressed a senior management seminar in Port Elizabeth on the integrated system.

Within the context of integrated governance, the Cabinet Office conducted briefing sessions with newly appointed Directors General and Ministerial support staff on the Cabinet system.

Assessment of achievement of Objectives

Broadly speaking, the functions and objectives of the Cabinet Office may appear to be similar from year to year, but there are differences that are occasioned by content and context and the levels of efficiency and effectiveness that are provided by the Office.

In the year under review the Cabinet Office successfully discharged its functions and in large measure achieved its objectives towards supporting the operations of the Cabinet and its Committees.

Mechanisms were devised to brief both the new Ministers and Directors General to facilitate their adjustment to their new roles in respect of the Cabinet.

There was increased evidence of the positive effects of the integrated governance system which was initially introduced in the past five years, in the way in which Government decides on priorities and endeavours to implement policy and programmes. The intention is to increase momentum to the move from old fragmented forms of service delivery to a new integrated one.

Through the integrated system, the Government is addressing policy conflicts and overlaps. More synergy is envisaged in the implementation of policies and programmes across the spheres of Government.

6. Policy Co-ordination and Advisory Services (PCAS)

The Policy Co-ordination and Advisory Services (PCAS) branch conducts research and provides analytical support and advice to The Presidency on policy issues, and all aspects of policy co-ordination, implementation and monitoring. It is headed by a Director General, who is currently also the Chief Executive Officer of the Government Communication and Information System (GCIS) and comprises a Deputy Head (Deputy Director General) and six Chief Directorates, focusing on the following sectors: Economic; Social; Justice, Crime Prevention and Security; International Relations and Trade; Governance and Administration; and Special Programmes dealing with issues related to Gender, Disability and Children's Rights.

The PCAS works very closely with the Directors General (DG) Clusters and acts as a link between the Cabinet Committees and the appropriate DG Clusters.

6.1 CHIEF DIRECTORATES

The strategic objectives of the Chief Directorates are:

- Effective implementation of the planning framework, particularly the preparations for the Medium Term Strategic Framework (MTSF)
- Strategic integrated policy formulation (in collaboration with DG clusters and Cabinet Committees)
- Rolling out of the Executive Information Management System (EIMS) and effective monitoring and evaluation of the performance of Government pertaining to the implementation of the Programme of Action of Government
- Analytical support to Political Principals in The Presidency with regard to Cabinet memoranda, Parliamentary questions, speeches and advisory issues
- Supporting key projects of The Presidency, including the Ten Year Review, scenario planning, *makgotla*, working groups, international advisory committees.
- Co-ordination for integrated delivery with regard to gender, disability and children.

The activities of the Chief Directorates are shaped by the strategic objectives mentioned above. The main over-arching activities that the Chief Directorates focused on during 2003/4 included the completion of the Ten Year Review, and the Scenario Planning Initiative to assist with medium-term planning in

Government. The first of these led to the public release of a publication *Towards the Ten Year Review* while the second led to a document for the consideration of Government to facilitate internal planning by government departments.

The PCAS made numerous presentations on these studies to a wide range of stakeholders outside of Government, including trade unions and business. The PCAS also prepared a publication based on the Ten Year Review (TYR) research for public distribution.

More routinely, the PCAS assisted with Parliamentary questions directed to the President and Deputy President, speeches, and matters before Cabinet and FOSAD Directors General Clusters. An important aspect of participation in FOSAD activities comprised the provision of support to the respective Clusters in planning, reviewing priorities and monitoring Cabinet decisions.

6.2 ECONOMIC SECTOR

During the year under review, this Chief Directorate successfully organised the Black Business and Commercial Agriculture Working Groups' annual *izindaba*, as well as four meetings between the President and the respective working groups. The Chief Directorate was also involved in organising meetings of the Presidential International Advisory Council on Information Society and Development (PIAC on ISD) and the International Investment Council. The Chief Directorate represented The Presidency at international forums such as the Brazil/Africa forum and the World Summit on Information Society. It also collaborated with international institutions on key challenges confronting developing countries, and South Africa in particular.

In addition, the Chief Directorate participated in FOSAD activities and supported the Economic and Employment Cluster of Directors General in planning, reviewing Cluster priorities, and monitoring Cabinet decisions. The Chief Directorate assisted in managing Government's role in the Growth and Development Summit, and in the development of the Expanded Public Works Programme. The unit also conducted and participated in numerous research initiatives relating to economic policy development in general, and the Ten Year Review in particular.

6.3 GOVERNANCE AND ADMINISTRATION

During the year under review, this Chief Directorate actively participated in the development of a conceptual framework for the new cadre of public servants, namely the Community Development Workers. It was also involved in the process that sought to facilitate the establishment of the Single Public Service. The Chief Directorate worked to ensure that the process of developing and installing the infrastructure for the CabEnet project, which aims to strengthen monitoring and evaluation in The Presidency, was finalised. This project, which will establish the Executive Information Management System (EIMS) as a monitoring tool for the Government's Executive, was due to be implemented after the April 2004 elections.

The Chief Directorate provided advice to the Principals on governance and administration issues and strategic policy support to both the Governance and Administration DG Cluster and Cabinet Committee. During the year, the Chief Directorate, together with that for the Social Sector was also engaged in the development of a government-wide monitoring and evaluation framework with clear indicators. This will facilitate better monitoring, benchmarking and setting of standards for information to be used in assessing the performance of State departments over time.

6.4 INTERNATIONAL RELATIONS AND TRADE

During the year under review, this Chief Directorate provided research, analytical, advisory, policy and strategic support to the Political Principals in the execution of their international responsibilities and engagements. The Chief Directorate participated in a number of bilateral engagements and international summits, and supported the Director General in his meetings with international visitors. The unit was involved in discussions on Nepal and South Africa's preparations for peer review by the African Peer Review Mechanism (APRM), and the establishment of the South African chapter of the African Union's Economic, Social and Cultural Council (Ecosocc).

The Chief Directorate provided administrative and substantive support to the International Relations, Peace and Security (IRPS) DG Cluster, and actively participated in the activities of the Cluster's three sub-committees. The Chief Directorate continues to serve as the secretariat to facilitate Government's input into Nepal.

The Chief Directorate undertook a number of projects, including a schedule of international conferences hosted by South Africa since 1995. It continued to establish further linkages between The Presidency and research institutes.

6.5 JUSTICE, CRIME PREVENTION AND SECURITY (JCPS)

This Chief Directorate facilitated several matters related to the completion of the Truth and Reconciliation Commission (TRC)

process and the handing-over of their final report to the President, and assisted with the formulation of Government's response to the recommendations of the TRC. It also participated in deliberations of the Task Team that planned and supervised the implementation of Government's decisions, including the disbursement of reparation grants, and developing policy and project proposals in respect of community rehabilitation projects.

The Chief Directorate continued to represent the Director General in The Presidency in the National Intelligence Co-ordinating Committee (Nicoc), and provided both secretariat and substantive support to the National Security Council.

Like the other CDs it also provided support to the DGs' JCPS Cluster in determining its priorities, acting as an interface between the Cabinet Committee and the DG Cluster and monitoring the implementation of Cluster decisions.

6.6 SOCIAL SECTOR

The highlights of the Social Sector Chief Directorate during the year under review were: the commissioning of an audit of poverty measures used throughout Government with the aim of aligning and rationalising these measures; developing the conceptual framework for the identification and development of the new Integrated Sustainable Rural Development Programme (ISRDP) and the Urban Renewal Programme (URP) nodes; developing the conceptual framework for the Social Cohesion and Social Justice Task Team; and co-ordinating the production of an action plan for vulnerable children.

The Chief Directorate also organised meetings of the newly established Presidential Higher Education Working Group and helped to launch the Presidential Youth Working Group.

6.7 SPECIAL PROGRAMMES

The Policy Co-ordination and Advisory Services branch was expanded in September 2003 to accommodate a sixth chief directorate. The Chief Directorate : Programmes is to provide professional and administrative oversight to the three programmes in The Presidency, namely the Office on the Rights of the Child (ORC), Office on the Status of Disabled Persons (OSDP) and Office on the Status of Women (OSW). The central function of this Chief Directorate is to ensure that issues of gender, disability and child rights are mainstreamed throughout Government.

6.7.1 Core Programme Functions

While these offices have distinct mandates, they share certain common core functions, which include policy analysis, mainstreaming, co-ordination, monitoring and evaluation, capacity-building, networking and advocacy.

Performed collectively, these functions should over time ensure the integration of gender, disability and child rights issues into all of Government's structures, processes, methods and strategies. They should also assist the programmes to bring about a positive

change in attitudes towards children, persons with disabilities and women.

6.7.2 Policy Analysis

Policy analysis forms an important aspect of the work of all programmes and assists in identifying gaps in policy and implementation, development of gender, disability and child rights policy and consultation around impact of gender, disability and child rights related legislation. With regard to this aspect of work, the following were some of the key achievements:

- In 2003/4 the focus for the ORC was in laying the foundation for the development of a Child's Rights policy document. Provincial workshops were conducted to ascertain the need for such a policy.
- The OSDP provided technical input in the development and implementation of disability inclusive policies.
- The OSW, together with the GCIS, translated the easy-read version of the National Policy Framework into all official languages including Braille. English audio-tapes were produced.

6.7.3 Mainstreaming

Mainstreaming is a central function of the three Programmes with the objective of ensuring that Government complies with its gender, disability and child's rights commitments.

At the regional level South Africa served as one of the 14 countries selected by the United Nations Economic Commission on Africa (UNECA) to serve as pilot for the African Gender and Development Index (AGDI). This instrument will serve to assess progress in advancing gender equality among participating countries. The AGDI has advanced the process of adapting international gender indicators to the African context. The process now underway will significantly advance the adaptation of these indicators to the South African context.

The OSW hosts the meetings of the National Gender Machinery. These are critical meetings for devising mainstream strategies and priorities. The OSW is also planning a meeting during which all key structures will affirm their roles and responsibilities within the framework of national machinery.

Mainstreaming disability issues is undertaken as part of an ongoing change management process through the Inter-Departmental Collaborative Committee on Disability (IDCCD). Children's rights, on the other hand, are mainstreamed through the Steering Committee of the National Programme of Action.

6.7.4 Co-ordination

The programmes execute this function through regular meetings within key focal points in Government. All programmes co-ordinate through focal points at the national level, and all have provincial counterparts. Specifically, the ORC co-ordinates its work through the National Programme of Action (NPA) Steering Committee. Members meet regularly. For the OSDP the Inter-Departmental Collaborative Committee on Disability (IDCCD) is important, while the OSW co-ordinates through provincial

OSWs and National Gender Focal Points. Both the OSW and the OSDP have regular meetings with their provincial counterparts for joint programming. The OSW holds regular meetings of the National Gender Machinery. This is comprised of non-governmental organisations (NGOs), Parliament, and all three spheres of Government, political parties, religious organisations and trade unions. This has become a central co-ordinating mechanism for the national gender programme.

6.7.5 Monitoring and Evaluation

A key output of monitoring and evaluation is the generation of national, sub-regional, regional and international reports. These reports provide progress made against national, sub-regional, regional and international benchmarks.

At the national level the Chief Directorate is in the process of finalising a Ten Year Review Report that will provide an overview of Government's progress in delivering programmes sensitive to gender, disability and children's rights.

Programmes have historically played a critical and active role in reporting South Africa's compliance with international instruments regarding gender, disability and children's rights.

- The Office on the Rights of the Child (ORC) is preparing the second country report, which will be completed later in 2004.
- While there is no international convention guiding disability work, the Office on the Status of Disabled Persons (OSDP) is actively working with the United Nations to devise such an instrument that will pose a set of indicators to guide programmes for improving the quality of life for persons with disabilities. However, at national level, the OSDP produced a report on the history of the South African Disability Movement for the period 1980-2001.
- The Office on the Status of Women (OSW) prepared and submitted a report on progress made with regard to compliance with the Southern Africa Development Community (SADC) Declaration on Gender and Development. The Office has also prepared a global report that should meet requirements for submission to the UN on progress made with regard to compliance under the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); the *Beijing + 10 End of Decade Report*; the *Dakar + the Ten Year Report* as well as a *National Report on 10 years of Freedom for Women*.

6.7.6 Capacity-building

Capacity-building is aimed at strengthening Government's systems, processes and structures to ensure delivery sensitive to gender, disability and children's rights. Each programme has over the past years advanced such capacity. For example the ORC introduced its staff members to the Human Rights method of programming developed by the United Nations Children's Fund (Unicef). This training was also open to provincial focal points. As part of developing a Management Information System, the ORC

has developed a database for capturing information that will strengthen Government's capacity to address the needs of abused children. The intention is to expand this to generic mainstreaming of the Children's Rights programme.

The OSDP, in partnership with the South African Management Development Institute (SAMDI), has entered into an agreement that will enable SAMDI to conduct training that will begin to strengthen the systems and processes of Government over the long term. The OSDP has facilitated training of government officials at the local government level. A total of 24 disability desks have been established in local district and metro councils throughout the country. The OSDP has worked with tertiary institutions such as the University of Cape Town and the University of Pretoria to develop course work that will ensure that the South African model moves away from the welfare to the social development model of disability that emphasises empowerment. A unique feature of the OSDP work is its ongoing effort to develop capacity within disability councils. The OSDP conducted workshops in organisational and advocacy skills to ensure an informed and vibrant civil society formation.

The South African national machinery for the advancement of gender equality, under the leadership of the OSW, has historically attracted a great deal of attention. As a result the Management Information System has been in place for a while. During the year under review, the Ministry of Women's Affairs in Brazil, the Status of Women in Canada, and the Ministry of Labour in Botswana visited the OSW to exchange best practices. The OSW participated in the Spousal Office's South Africa/Democratic Republic of Congo (DRC) Women's Peace Forum. This forum enabled South African women to exchange ideas with DRC women on how to integrate principles of gender equality in a process of transition.

6.7.7 Advocacy

Conducting public awareness and education for the promotion of mainstreaming gender, disability and children's rights issues in government programmes has been a key concern of the Programmes. All three Programmes manage extensive campaigns associated with national days.

The Children's Parliament in November 2003 was co-ordinated by the Office on the Rights of the Child (ORC) in partnership with Eskom and national departments. This is an opportunity to introduce children to the process of governance and expand their knowledge base in this regard. A total of 350 children participated from all nine provinces.

The Office on the Status of Disabled Persons (OSDP) has embarked on a public awareness campaign, aimed at improving the quality of life of persons with disability. This programme is funded by the Flemish government. This Office also produces a magazine entitled *Our Voice*, published twice a year, as part of its educational campaign. The International Day of Disabled Persons is celebrated annually and is rotated among the different provinces. In 2003 it was celebrated in Mpumalanga. Its aim was to celebrate achievements and democracy, and to highlight issues of the abuse of women with disabilities.

The OSW's advocacy programme revolved around two key events, namely (i) Women's Month, held in August and (ii) 16 days of No Violence against Women and Children that culminated on 16 December. These activities were conducted in partnership with provincial OSWs, national Gender Focal Points and other components of the National Gender Machinery (NGM). The Ministry of Justice led the 16 Days of No Violence campaign, with the Government Communication and Information System (GCIS) providing communication support for both.

The theme of the 2003 Women's Month was "Approaching ten years of freedom, what it has meant for women". A series of conversations (*Izingxoxo Zamakhosikhazi*) among women was held at national and provincial level. The national consultation was held in Limpopo and was attended by 1500 women. The themes discussed covered, amongst others, poverty eradication and women as generators of wealth.

The 16-day campaign of No Violence against Women and Children was successful in cementing the partnerships among the different spheres of Government and between Government, civil society and the private sector. There were also opportunities for the OSW to present an overview of the national gender programmes at a number of workshops, including an Oxfam Regional Gender and Mainstreaming Workshop, a Crime Prevention Workshop and an Action Aid Africa Regional Workshop.

6.7.8 Liaison and Networking

All programmes have had an active networking programme in attending national, sub-regional and international conferences. The South African programmes are in demand, given the fact that they are universally considered the best from which other countries can learn.

6.7.9 Challenges

The major challenge for programmes is to balance approach between advocacy and mainstreaming related activities. The latter requires greater engagement with the cluster system and a translation of the advocacy-related outputs into the mainstreaming process.

7. Communication

7.1 ELEMENTS OF THE COMMUNICATIONS BRANCH

- **Media Liaison Chief Directorate**, dedicated to the President.
- **Communications Chief Directorate**, which provides a media liaison, Parliamentary liaison, speechwriting and public relations service to the Deputy President.
- **Communications Research Directorate and the Speechwriting Directorate**, which serve as the central anchor for the branch and provide research, speechwriting and other writing support to The Presidency as a whole.
- **Public Liaison Directorate**, which co-ordinates inter-departmental interaction internally and with other government departments.

7.2 CHIEF DIRECTORATE: COMMUNICATIONS, OFFICE OF THE PRESIDENT

The Media Liaison Unit serves as the public face of The Presidency. As an information service provider, it plays a dual role in that it presents The Presidency's policy position to the public, while also relaying to The Presidency the interests of the media and the general public.

As a press office of The Presidency, under the leadership and guidance of the Spokesperson for the President, the Unit is able to clarify to the general public the functioning and aims of government programmes and policies, as well as the views and positions of the President. By empowering people with this knowledge, the Unit makes an active contribution to Government's key objectives of interactive governance.

- The Media Liaison Component embarked successfully on the following projects during the year under review :
- Provided an effective media relations service for The Presidency which focused on building and cementing relations with the print and electronic media.
- Ensured that all engagements and activities of the President, both domestic and abroad, received the appropriate exposure and publicity.
- In pursuance of the above, the component, in liaison with the Government Communication and Information Service (GCIS), also established a Presidential Press Corps (PPC). Through the PPC the Component has

systematically, by way of on- and off-the-record briefings, made it easier for senior journalists to access information and to gain a greater understanding of the work of The Presidency and Government in general.

- The President addressed the launch of the PPC and also addressed the PPC in June after the G8 meeting. Other briefings with PPC members included those addressed by the Minister and Deputy Minister of Foreign Affairs, the Presidential Legal Adviser and other senior government officials on a variety of issues including the implementation of programmes of Nepad (New Partnership for Africa's Development) and the work of the Presidential Working Groups.
- ^a The efficacy of the PPC was strengthened by the establishment of a world-class Media Centre at the Union Buildings in 2003.
- During the year under review, the Component ensured that the key constituency at home is able to see the President at work, structurally improving the living conditions of our people. The effective communication around the President's *Imbizo* programmes in the North West and KwaZulu Natal provinces is one of the major highlights in this regard. Media Liaison also played a significant role in making provision for the dissemination of information pertaining to the work of the African Union and the Nepad Head of States and Government Implementation Committee.
- There were intensive and frank engagements with the key stakeholders in the media. Such efforts were reinforced by a series of incisive, intimate and one-on-one interviews between the President and members of the media (for example the South African Broadcasting Corporation, CNN, *The Sunday Times*, *The Sowetan*, Independent Newspapers and *City Press*). A number of interviews were also conducted with radio stations including Yfm and Lotus.

7.3 CHIEF DIRECTORATE: COMMUNICATIONS, OFFICE OF THE DEPUTY PRESIDENT

The Chief Directorate for Communications in the Office of the Deputy President comprises three sections:

- Media Liaison and Public Relations
- Speechwriting and Research
- Parliamentary Services.

The Unit seeks to inform the public and key stakeholders such as the media on the activities of the Office of the Deputy President and The Presidency, within the ambit of government communications. During the year under review, the Unit used various methods and tools to communicate with the public directly through public engagements and visits, as well as indirect communication through the print and electronic media, mainstream and community, regional and national.

Highlights of the Year

◦ *Media management and public relations*

Fifty four formal media interview requests were received, but because of the tight schedule of the Deputy President, only 22 were granted. The interviews provided an opportunity for articulating Government positions on issues and outlining priorities and challenges, as well as articulating successes and correcting misperceptions and inaccuracies.

In addition, 47 media statements were issued on a variety of activities during the year under review, on the South African National Aids Council, the Burundi peace talks, the *Imbizo* programme and also some statements responding to allegations levelled against the Deputy President relating to Government's Strategic Defence Procurement Process.

A total of 64 advisories were issued, informing the media of forthcoming events and activities for planning purposes, with the intention of ensuring a free flow of information in respect of the activities of the Principal.

In addition to the media statements and advisories, the Office organised 11 formal media briefings related to foreign relations, for example the Bi-National Commissions between South Africa and Nigeria, Sweden and Germany, the Burundi peace talks, visits by counterparts of the Deputy President (for example the Prime Minister of the Cape Verde Islands) as well as other briefings of a general nature.

Briefings were also arranged for various stakeholders, such as academics and political analysts, to update them on and provide background to the Burundi peace process. The Deputy President also discussed a wide range of issues with the Cape Town Press Club on 26 February 2004, and with the Presidential Press Corps on 9 March 2004.

◦ *Speech preparation*

Speech preparation formed an integral part of the communication unit's function for the year. From January 2003 to the middle of March 2004, the Deputy President delivered 86 formal speeches at local and international engagements. The theme of the speeches included nation-building, black economic empowerment, job-creation, moral renewal, communicating progress in the fight against HIV and Aids, African renewal and the country's general domestic and foreign policy objectives and priorities.

◦ *Parliamentary Services*

The Communications Chief Directorate supports the Office of the Parliamentary Counsellor in the drafting of Parliamentary questions and disseminates these to the media. In addition, the Parliamentary Officer in the Chief Directorate monitors Parliament and Parliamentary Committees, to keep the office abreast of debates and discussions.

The Deputy President responded to 31 questions for oral reply in the National Assembly, and 20 questions for written reply. In the National Council of Provinces, the Deputy President replied to 20 questions for oral reply and eight for written reply.

◦ *Parliamentary Monitoring*

Over thirty-five Portfolio Committee meetings were monitored by the Office of the Deputy President in the National Assembly.

7.4 COMMUNICATIONS RESEARCH SERVICES

The Communications Research Services Directorate oversees the management of two sub-directorates supporting the communications research requirements of The Presidency.

7.4.1 Communications Research

This sub-directorate was established to provide the research needs to underpin effective communications by The Presidency. The work of this sub-directorate comprises five key areas of work:

- Daily monitoring of media
- Pro-active media communications
- Re-active media communications
- Co-ordination of communications and communications research with government departments
- Special Communications Projects such as the publication of Presidency books and brochures.

In the year under review the Directorate expanded the scope of its work. In addition to the above-mentioned core functions, the Directorate also undertook various Special Communications Projects and new operations.

A new Presidency website has been designed, for launching in 2004. A Website Manager will be employed.

The Directorate has, in conjunction with the Office of National Orders, published a *Presidency Book on the New National Orders*. The book has been well received and is being widely distributed in South Africa and through our Foreign Missions.

The Director of Communications Research Services currently serves on the Government Task Team of the South Africa – Mali Project which is a Presidential project focusing on the preservation of the ancient written documents of Timbuktu.

7.4.2 Library & Knowledge Management Centre

This sub-directorate manages a Presidency Library & Knowledge Management Centre in The Presidency to address the document and information needs of senior managers, researchers and staff in The Presidency.

The Library & Knowledge Management Centre operates an electronic catalogue of publications which is accessible to Presidency staff via office computers. The catalogue now registers approximately 4000 recorded monographs (books), 1200 print journals, 2000 pamphlets, magazines and periodicals. Access to the electronic catalogue is available via password to all Presidency clients of the library.

The library also subscribes to electronic data-bases to enable Presidency researchers and managers to obtain the most up-to-date documents and journals. The Presidency Library will in the coming year subscribe to the fully electronic Net Library comprising electronically accessible texts of books.

The Library acts as a repository for all publications produced by government departments as well as those purchased by Presidency units. It currently holds a modest collection of books and journals.

In the past year the Library & Knowledge Management Centre, which is staffed by a Librarian and an Administrative Assistant, has established itself as a key information service provider for all Presidency staff.

7.5 PUBLIC LIAISON

The Public Liaison Unit is responsible for managing the positive image of the President through handling his correspondence, visitors and telephone calls. The Unit receives, responds to or refers all correspondence addressed to the President, such as letters from individuals, from organized structures and from Heads of State. The Unit is also responsible for receiving petitions and visitors, and organizing tours to the Union Buildings. This Unit enables the President to be accessible 24 hours a day to the public and to diplomats abroad, with the unit operating and managing the after-hours system. In the year under review, the President personally signed 24 letters addressed to senior citizens celebrating their 100th birthday. Owing to the tight schedule of the President it is always advisable for members of the public to send these requests well in advance so that the Public Liaison Unit can facilitate the processing of such letters.

The Unit has assisted a number of senior citizens who wrote to the President out of desperation emanating from pension scheme issues or evictions for failure to pay for services. The Unit solved 89 percent of the cases from the public and has received a number of thank-you letters, calls and e-mails from satisfied citizens.

Challenges

The Unit strives to ensure that every document received is given individual attention by following a set of standards in line with the

Batho Pele principles. The President's *imbizo* programme has succeeded in alerting the electorate to the fact that the President is able to assist in unblocking the system. Therefore, the number of people writing to the President, visiting his office and demanding to see him, e-mailing and calling his office, has increased accordingly.

8. Corporate Services

The Chief Directorate: Corporate Services is responsible for the planning, development and management of information technology, supply chain management, logistics, accommodation, as well as for the official residences of the President and the Deputy President.

8.1 HOUSEHOLD SERVICES

The five households of the President and Deputy President in Pretoria, Cape Town and Durban are managed by household managers and household staff, according to the household needs of the Principals.

The Household Services unit renders the following services:

- ensuring that the Principals are comfortable in their official residences; attending to all official functions at the residences and assisting with catering for State Banquets in co-operation with the Department of Foreign Affairs; preparation and serving of food; attending to all guests visiting the houses;
- attending to all administrative tasks relating to the management of the houses; assisting the Principals with any needs they might have while in the residence; and delivering a 24-hour telephone answering service.

The strengthening of the staff establishment of the official residences had been delayed by financial constraints, but it was started at the end of the year under review. The purpose is to render a more efficient 24-hour service to the Principals and a better career path structure for household staff to ensure the Principals receive quality service of an international standard.

8.2 PROVISIONING ADMINISTRATION

The mandate of this Directorate is to render a support service to the President, Deputy President, Minister, and to all other structures and staff members in The Presidency, other

government departments and suppliers of goods and services. The core functions of this Directorate are: Procurement of goods and services; tender administration; asset management; transport (fleet and flight management); office/prestige accommodation; registry services; telephone communication services; conference rooms; catering, including the provision of refreshments and cleaning services; and support during official and State visits.

The bar-coding of assets in The Presidency was also finalised during the year under review.

8.3 INFORMATION TECHNOLOGY

The Information Technology Directorate renders a computer support service to the President, Deputy President, Minister and staff members in The Presidency.

During the year under review, the Information Technology sub-directorate was involved with the planning for the Integrated Document Management System in The Presidency. Other projects attended to include the creation of Information Technology related policies and the optimisation of the computer network.

8.4 INTEGRATED DOCUMENT MANAGEMENT SYSTEM (IDMS)

Like most government institutions, The Presidency works with paper-intensive processes, with extensive routing of documents. There is a need to control all records according to the National Archives Act, which stipulates that State departments should keep and maintain all records (which include electronic records). These facts indicated a requirement for a control system. Working with the State Information Technology Agency (Sita), The Presidency selected a computer software solution for the document management requirements of The Presidency. This software will form the technical basis of an IDMS, which will significantly enhance the integrity of information and the speedy and accurate processing of documents and the information they contain. It will therefore facilitate improved knowledge management within The Presidency.

Since 2003, the IDMS project has been developing a number of deliverables. In preparation for implementation, The Presidency's file plan is in the process of being revised to ensure that documents will be filed correctly in line with the business of The Presidency. Business processes within The Presidency have been reviewed and will be improved upon to ensure efficiency in the way we interact with all our stakeholders. These business processes, for the purposes of the IDMS, include correspondence, leave applications, travel arrangements and claims for subsistence and travel expenses. The rest of the business processes will be reviewed in the forthcoming year.

9. Human Resource Management and Finance

9.1 HUMAN RESOURCE MANAGEMENT

The Human Resource Management unit is responsible for the provision of human resources management and development services by developing and designing human resources management policies,

programmes and strategies; ensuring compliance with legislation and collective agreements dealing with human resource practices; promoting broad representative staff composition; providing the Employee Assistance Programme; promoting employer-employee relationships; providing personnel administrative services; and implementing performance management.

9.1.1 Personnel expenditure

TABLE 1.1 - Personnel costs by Programme

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel Cost as % of Total Expenditure	Average Personnel Cost per Employee (R'000)	Employment
Administration	57 660	33 955	682	3 651	58,9	154	221
Cabinet Services	5 714	3 801	0	3	66,5	272	14
Policy Co-ordination	16 662	9 544	8	778	57,3	258	37
Private Office	48 592	24 132	5	5 255	49,7	251	96
Statutory Presidency	1 744	1 744	0	0	100	872	2
Special Function	583	0	0	0	0	0	0
National Youth Commission	13 488	0	0	0	0	0	0
TOTAL	144 443	73 176	695	9 687	51	198	370

TABLE 1.2 - Personnel costs by Programme

Salary Bands	Personnel Expenditure (R'000)	Percentage of Total Personnel Cost	Average Personnel Cost per Employee (R)	Total Personnel Expenditure	Number of Employees
Lower skilled (Levels 1-2)	4 374	6	61 606	72 986	71
Skilled (Levels 3-5)	4 484	6,1	67 939	72 986	66
Highly skilled production (Levels 6-8)	12 966	17,8	124 673	72 986	104
Highly skilled supervision (Levels 9-12)	19 740	27	249 873	72 986	79
Senior management (Levels 13-16)	24 643	33,8	513 396	72 986	48
TOTAL	66 207	90,7	179 910	72 986	368

TABLE 1.3 - Salaries, Overtime, Home-Owners Allowance (HOA) and Medical Aid by Programme

Programme	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost (R'000)
Administration	20 075	59,1	2 953	8,7	456	1,3	1 477	4,4	33 954
Cabinet services	2 208	58,1	2	0,1	15	0,4	172	4,5	3 801
Policy co-ordination	6 214	65,1	118	1,2	108	1,1	426	4,5	9 544
Private office	14 237	58,9	192	0,8	168	0,7	870	3,6	24 156
TOTAL	42 734	59,8	3 265	4,6	747	1	2 945	4,1	71 455

TABLE 1.4 - Salaries, Overtime, Home-Owners Allowance (HOA) and Medical Aid by Salary Band

Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost (R'000)
Lower skilled (Levels 1-2)	2 858	65,3	522	11,9	107	2,4	299	6,8	4 374
Skilled (Levels 3-5)	2 375	53	927	20,7	132	2,9	291	6,5	4 484
Highly skilled production (Levels 6-8)	8 613	66,4	428	3,3	219	1,7	754	5,8	12 966
Highly skilled supervision (Levels 9-12)	12 630	64	1 219	6,2	290	1,5	665	3,4	19 740
Senior management (Levels 13-16)	13 669	55,5	0	0	59	0,2	693	2,8	24 643
TOTAL	40 145	60,6	3 096	4,7	807	1,2	2 702	4,1	66 207

TABLE 1.4(a) - Salaries, Overtime, Home-Owners Allowance (HOA) and Medical Aid by Salary Band (Supplementary Payments)

Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost (R'000)
Lower skilled (Levels 1-2)	943	21,6	0	0	0	0	0	0	4 374
Skilled (Levels 3-5)	46	1	0	0	0	0	0	0	4 484
Highly skilled production (Levels 6-8)	13	0,1	0	0	0	0	0	0	12 966
Highly skilled supervision (Levels 9-12)	48	0,2	0	0	0	0	0	0	19 740
Senior management (Levels 13-16)	37	0,2	0	0	0	0	0	0	24 643
TOTAL	1 087	1,6	0	0	0	0	0	0	66 207

9.1.2 Employment

TABLE 2.1 - Employment and Vacancies by Programme at end of period

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Administration, Permanent	340	221	35	2
Administration, Temporary	0	0	0	2
Cabinet services, Permanent	18	14	22,2	0
Policy co-ordination, Permanent	54	37	31,5	0
Private office, Permanent	139	89	36	0
Private office, Temporary	7	7	0	0
TOTAL	558	368	34,1	4

During the financial year there was a total review of the establishment of the households and the Spousal Office. This was necessitated by the increasing demands for a comprehensive twenty-four hour service to the Political Principals, seven days a week. Sufficient staff were made available to accommodate three shifts a day.

One of the major factors that contributed to the high rate of vacancies was the long recruitment process that needs to be followed as each prospective employee in the

households needs to be vetted and declared medically fit before he or she can assume duty.

The other contributing factor was the recruitment and selection of top management staff who had to be headhunted in order to get the right calibre of person with the necessary skills and qualifications.

TABLE 2.2 - Employment and Vacancies by Salary Band at end of period

Lower skilled (Levels 1-2), Permanent	80	71	11,3	0
Skilled (Levels 3-5), Permanent	114	64	43,9	0
Skilled (Levels 3-5), Temporary	2	2	0	0
Highly skilled production (Levels 6-8), Permanent	171	103	39,8	0
Highly skilled production (Levels 6-8), Temporary	1	1	0	0
Highly skilled supervision (Levels 9-12), Permanent	122	76	37,7	0
Highly skilled supervision (Levels 9-12), Temporary	3	3	0	0
Senior management (Levels 13-16), Permanent	57	40	29,8	2
Senior management (Levels 13-16), Temporary	8	8	0	0
TOTAL	558	368	34,1	2

TABLE 2.3 - Employment and Vacancies by Critical Occupation at end of period

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Administrative related, Permanent	92	58	38	0
Administrative related, Temporary	0	0	0	0
Advocates, Temporary	1	1	0	0
Cleaners in offices workshops hospitals etc., Permanent	51	44	13,7	0
Client information clerks (switchboard, receptionists, and information clerks), Permanent	19	10	47,4	0
Communication and information related, Permanent	11	10	9,1	0
Communication and information related, Temporary	0	0	0	0
Computer programmers, Permanent	1	1	0	0
Computer system designers and analysts, Permanent	1	1	0	0
Finance and economics related, Permanent	9	7	22,2	0
Financial and related professionals, Permanent	9	8	11,1	0
Financial clerks and credit controllers, Permanent	12	9	25	0
Food services aids and waiters, Permanent	95	45	52,6	0
Food services aids and waiters, Temporary	0	0	0	0
General legal administration & related professions, Permanent	2	2	0	0
Head of department/chief executive officer, Permanent	2	2	0	0
Household food and laundry services related, Permanent	2	0	100	0

TABLE 2.3 - Employment and Vacancies by Critical Occupation at end of period (Continued)

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Housekeepers laundry and related workers, Permanent	2	2	0	0
Human resources & organisational development & related professions, Permanent	11	4	63,6	0
Human resources clerks, Permanent	7	5	28,6	0
Human resources related, Permanent	12	7	41,7	0
Information technology related, Permanent	3	2	33,3	0
Library mail and related clerks, Permanent	10	10	0	0
Light vehicle drivers, Permanent	9	7	22,2	0
Logistical support personnel, Permanent	10	9	10	0
Material-recording and transport clerks, Permanent	15	12	20	0
Messengers, porters and deliverers, Permanent	6	6	0	0
Motor vehicle drivers, Permanent	7	4	42,9	0
Other administrative & related clerks and organisers, Permanent	2	1	50	0
Other administrative policy and related officers, Permanent	8	6	25	0
Other information technology personnel, Permanent	8	6	25	0
Other occupations, Permanent 13 9 30,8 0 Other occupations, Temporary	0	0	0	0
Secretaries & other keyboard operating clerks, Permanent	71	39	45,1	0
Secretaries & other keyboard operating clerks, Temporary	0	0	0	0
Senior managers, Permanent	50	33	34	0
Senior managers, Temporary	8	8	0	2
TOTAL	559	368	34,2	2

9.1.3 Job evaluation

TABLE 3.1 - Job Evaluation

Salary Band	Number of Posts	Number of Jobs Evaluated	% of Posts Evaluated	Number of Posts Upgraded	% of Upgraded Posts Evaluated	Number of Posts Downgraded	% of Downgraded Posts Evaluated
Lower skilled (Levels 1-2)	80	0	0	0	0	0	0
Skilled (Levels 3-5)	116	1	0,9	0	0	0	0
Highly skilled production (Levels 6-8)	172	5	2,9	2	40	0	0
Highly skilled supervision (Levels 9-12)	125	32	25,6	23	71,9	0	0
Senior Management Service Band A	37	1	2,7	0	0	0	0
Senior Management Service Band B	18	0	0	0	0	0	0
Senior Management Service Band C	7	0	0	0	0	0	0
Senior Management Service Band D	5	0	0	0	0	0	0
TOTAL	560	39	7	25	64,1	0	0

TABLE 3.2 - Profile of employees whose positions were upgraded due to their posts being upgraded

Beneficiaries	African	Asian	Coloured	White	Total
Female	1	0	0	3	4
Male	6	0	2	0	8
Total	7	0	2	3	12
Employees with a Disability	0	0	0	0	0

TABLE 3.3 - Employees whose salary levels exceed the grade determined by Job Evaluation [in terms of Public Service Regulations Chapter 1.V.C.3]

Occupation	Number of Employees	Job Evaluation Level	Remuneration Level	Reason for Deviation	No of Employees in Dept
Personal Assistant to the DG	1	9	11	PSR 1.V.C3	1
Private Secretary to the Minister	1	9	11	PSR 1.V.C3	1
Total	2				2

TABLE 3.4 - Profile of employees whose salary level exceeded the grade determined by job evaluation [in terms of PSR 1.V.C.3]

Beneficiaries	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	1	0	0	0	1
Total	2	0	0	0	2
Employees with a Disability	0	0	0	0	0

9.1.4 Employment changes

TABLE 4.1 - Annual Turnover Rates by Salary Band

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Lower skilled (Levels 1-2), Permanent	100	3	1	1
Skilled (Levels 3-5), Permanent	48	1	4	8,3
Skilled (Levels 3-8), Temporary	3	7	5	166,7
Highly skilled production (Levels 6-8), Permanent	105	5	17	16,2
Highly skilled supervision (Levels 9-12), Permanent	74	12	11	14,9
Highly skilled supervision (Levels 9-12), Temporary	5	6	2	40
Senior Management Service Band A, Permanent	19	1	2	10,5
Senior Management Service Band A, Temporary	1	0	1	100
Senior Management Service Band B, Permanent	9	1	0	0
Senior Management Service Band B, Temporary	3	1	1	33,3
Senior Management Service Band C, Permanent	7	1	0	0
Senior Management Service Band C, Temporary	6	0	0	0
Senior Management Service Band D, Permanent	3	0	0	0
Senior Management Service Band D, Temporary	1	0	0	0
TOTAL	384	38	44	11,5

TABLE 4.2 – Annual Turnover Rates by Critical Occupation

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Administrative related, Permanent	41	2	1	2,4
Administrative related, Temporary	3	0	0	0
Advocates, Permanent	1	0	0	0
Cleaners in offices workshops hospitals etc., Permanent	54	1	1	1,9
Client information clerks (switchboard, receptionists, and information clerks), Permanent	8	0	1	12,5
Communication and information related, Permanent	8	3	0	0
Computer programmers, Permanent	1	0	0	0
Finance and economics related, Permanent	6	1	0	0
Financial and related professionals, Permanent	6	1	0	0
Financial clerks and credit controllers, Permanent	10	0	0	0
Food services aids and waiters, Permanent	9	0	0	0
Food services aids and waiters, Temporary	0	0	0	0
General legal administration & related professions, Permanent	1	1	1	100
Head of department/chief executive officer, Permanent	2	0	0	0
Household and laundry workers, Permanent	1	0	0	0
Household food and laundry services related, Permanent	32	0	0	0
Household food and laundry services related, Temporary	3	2	1	33,3
Housekeepers laundry and related workers, Permanent	6	0	0	0
Human resources & organisational development & related professions, Permanent	7	2	2	28,6
Human resources clerks, Permanent	6	0	0	0
Human resources clerks, Temporary	1	0	0	0
Human resources related, Permanent	6	0	0	0
Information technology related, Permanent	1	0	0	0
Library mail and related clerks, Permanent	9	0	0	0
Light vehicle drivers, Permanent	9	1	1	11,1
Logistical support personnel, Permanent	7	0	0	0
Material-recording and transport clerks, Permanent	15	0	0	0
Messengers, porters and deliverers, Permanent	9	1	0	0
Other administrative & related clerks and organisers, Permanent	6	2	2	33,3
Other administrative policy and related officers, Permanent	4	0	0	0
Other information technology personnel, Permanent	7	0	0	0
Other occupations, Permanent	4	5	3	75

TABLE 4.2 – Annual Turnover Rates by Critical Occupation (Continued)

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Other occupations, Temporary	8	5	3	37,5
Risk management and security services, Permanent	1	0	0	0
Secretaries & other keyboard operating clerks, Permanent	59	3	10	16,9
Secretaries & other keyboard operating clerks, Temporary	2	4	4	200
Senior managers, Permanent	29	2	2	6,9
Senior managers, Temporary	2	2	1	50
TOTAL	384	38	33	8,6

TABLE 4.3 - Reasons why staff are leaving the department

Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment	Total	Total Employment
Death, Permanent	2	4,5	0,5	44	384
Resignation, Permanent	28	63,6	7,3	44	384
Expiry of contract, Permanent	0	0	0	44	384
Expiry of contract, Temporary	9	20,5	2,3	44	384
Dismissal-operational changes, Permanent	1	2,3	0,3	44	384
Dismissal-misconduct, Permanent	3	6,8	0,8	44	384
Retirement, Permanent	1	2,3	0,3	44	384
TOTAL	44	100	11,5	44	384
Resignations as % of Employment			7,8		

TABLE 4.4 - Promotions by Critical Occupation

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Administrative related	44	0	0	0	0
Advocates	1	0	0	0	0
Cleaners in offices workshops hospitals etc.	54	0	0	15	27,8
Client information clerks(switchboard, receptionists, and information clerks)	8	0	0	3	37,5
Communication and information related	8	1	12,5	0	0
Computer programmers	1	0	0	0	0
Finance and economics related	6	0	0	0	0
Financial and related professionals	6	0	0	5	83,3
Financial clerks and credit controllers	10	0	0	0	0
Food services aids and waiters	9	0	0	8	88,9
General legal administration & related professions	1	0	0	2	200
Head of department/chief executive officer	2	0	0	0	0
Household and laundry workers	1	0	0	0	0
Household food and laundry services related	35	0	0	24	68,6
Housekeepers laundry and related workers	6	0	0	0	0
Human resources & organisational development & related professions	7	0	0	0	0
Human resources clerks	7	1	14,3	0	0
Human resources related	6	0	0	0	0
Information technology related	1	0	0	0	0
Library mail and related clerks	9	0	0	0	0
Light vehicle drivers	9	0	0	5	55,6
Logistical support personnel	7	0	0	0	0
Material-recording and transport clerks	15	0	0	0	0
Messengers, porters and deliverers	9	0	0	2	22,2
Other administrative & related clerks and organisers	6	3	50	7	116,7
Other administrative policy and related officers	4	3	75	9	225
Other information technology personnel	7	4	57,1	4	57,1
Other occupations	12	13	108,3	14	116,7
Risk management and security services	1	0	0	0	0
Secretaries & other keyboard operating clerks	61	3	4,9	16	26,2
Senior managers	31	1	3,2	14	45,2
TOTAL	384	29	7,6	128	33,3

TABLE 4.5 - Promotions by Salary Band

Salary Band	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2), Permanent	100	1	1	47	47
Skilled (Levels 3-5), Permanent	48	3	6,3	14	29,2
Skilled (Levels 3-5), Temporary	3	0	0	0	0
Highly skilled production (Levels 6-8), Permanent	105	7	6,7	35	33,3
Highly skilled supervision (Levels 9-12), Permanent	74	16	21,6	18	24,3
Highly skilled supervision (Levels 9-12), Temporary	5	1	20	0	0
Senior management (Levels 13-16), Permanent	38	1	2,6	14	36,8
Senior management (Levels 13-16), Temporary	11	0	0	0	0
TOTAL	384	29	7,6	128	33,3

9.1.5 Employment equity

TABLE 5.1 - Total number of Employees (incl. Employees with disabilities) per Occupational Category

Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Legislators, senior officials and managers, Permanent	13	1	3	17	6	13	0	1	14	1	38
Legislators, senior officials and managers, Temporary	0	0	1	1	0	2	0	1	3	0	4
Professionals, Permanent	33	7	1	41	5	36	5	6	47	12	105
Professionals, Temporary	1	0	0	1	0	0	0	0	0	2	3
Clerks, Permanent	18	2	0	20	0	55	7	4	66	5	91
Clerks, Temporary	0	0	0	0	0	0	0	0	0	2	2
Service and sales workers, Permanent	10	1	0	11	2	22	2	1	25	0	38
Service and sales workers, Temporary	0	0	0	0	0	1	0	0	1	0	1
Plant and machine operators and assemblers, Permanent	8	2	0	10	0	0	0	0	0	0	10
Elementary occupations, Permanent	28	6	0	34	0	30	9	0	39	0	73
Other, Temporary	2	1	1	4	1	1	0	0	1	0	6
TOTAL	113	20	6	139	14	160	23	13	196	22	371
Employees with disabilities	2	1	1	4	0	2	0	0	2	0	6

Occupational Bands	Male, African	Male Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	6	0	2	8	1	4	0	0	4	0	13
Top Management, Temporary	2	1	1	4	1	2	0	0	2	0	7
Senior Management, Permanent	8	1	1	10	5	12	0	1	13	1	29
Senior Management, Temporary	0	0	1	1	0	1	0	1	2	0	3
Professionally qualified and experienced specialists and mid-management, Permanent	27	5	1	33	6	19	4	4	27	9	75
Professionally qualified and experienced specialists and mid-management, Temporary	1	0	0	1	0	1	0	0	1	3	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	16	3	0	19	1	54	7	7	68	7	95
Semi-skilled and discretionary decision-making, Permanent	18	2	0	20	0	20	2	0	22	1	43
Semi-skilled and discretionary decision-making, Temporary	0	0	0	0	0	0	0	0	0	1	1
Unskilled and defined decision-making, Permanent	35	8	0	43	0 4	7	10	0	57	0	100
TOTAL	113	20	6	139	14	160	23	13	196	22	371

[illegible]

TABLE 5.4 - Promotions

Occupational Bands	Male, African	Male Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Senior Management, Permanent	2	0	0	2	1	2	1	0	3	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	6	3	0	9	1	5	0	1	6	5	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	1	0	0	1	0	1	0	0	1	1	3
Semi-skilled and discretionary decision-making, Permanent	3	0	0	3	0	10	0	1	11	1	15
Semi-skilled and discretionary decision-making, Temporary	0	0	0	0	0	0	0	0	0	1	1
TOTAL	12	3	0	15	2	18	1	2	21	8	46
Employees with disabilities	0	0	0	0	0	0	0	0	0	0	0

TABLE 5.5 - Terminations

Occupational Bands	Male, African	Male Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Senior Management, Permanent	1	0	0	1	1	0	0	0	0	0	2
Senior Management, Temporary	1	0	0	1	0	1	0	0	1	0	2
Professionally qualified and experienced specialists and mid-management, Permanent	0	0	0	0	0	1	0	0	1	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	3	0	0	3	0	2	0	0	2	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	0	0	0	0	2	0	0	0	0	0	2
Semi-skilled and discretionary decision-making, Permanent	2	0	0	2	0	10	2	0	12	1	15
Semi-skilled and discretionary decision-making, Temporary	0	0	0	0	0	2	0	0	2	0	2
Unskilled and defined decision-making, Permanent	1	0	0	1	0	0	0	0	0	0	1
Unskilled and defined decision-making, Temporary	0	0	0	0	0	2	0	0	2	0	2
TOTAL	8	0	0	8	3	16	2	0	20	1	32
Employees with disabilities	0	0	0	0	0	0	0	0	0	0	0

TABLE 5.6 - Disciplinary Action

Disciplinary action	Male, African	Male Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
TOTAL	2	0	0	0	0	3	0	0	0	0	5

TABLE 5.7 - Skills Development

Occupational Categories	Male, African	Male Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Senior Management Service Band D	0	0	0	0	0	0	0	0	0	0	0
Senior Management Service Band C	0	0	0	0	0	0	0	0	0	0	0
Senior Management Service Band B	3	0	0	3	1	0	0	0	0	0	4
Senior Management Service Band A	1	0	0	1	1	2	0	0	2	0	4
Highly skilled supervision (L9-12)	17	3	0	20	0	10	1	2	13	3	36
Highly skilled production (L6-8)	15	1	0	16	0	28	5	0	33	5	54
Skilled production	5	1	0	6	0	13	2	0	15	0	21
Lower skilled	1	0	0	1	0	5	0	0	5	0	6
TOTAL	42	5	0	47	2	58	8	2	68	8	125
Employees with disabilities	0	0	0	0	0	2	0	0	0	0	2

9.1.6 Performance rewards

TABLE 6.1 - Performance Rewards by Race, Gender and Disability

	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	87	158	55	745	9
African, Male	46	109	42	243	6
Asian, Female	2	12	16	33	17
Asian, Male	1	5	20	44	44
Coloured, Female	12	24	50	174	15
Coloured, Male	8	19	42	94	12
Total Blacks, Female	101	194	51	952	9
Total Blacks, Male	55	133	39	381	7
White, Female	14	19	73	204	15
White, Male	9	13	69	151	17
Employees with a disability	4	9	44	56	13
TOTAL	183	368	49	1 744	10

TABLE 6.2 - Performance Rewards by Salary Band for Personnel below Senior Management Service

Salary Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Skilled (Levels 1-2)	59	71	83	285	4 831
Lower Skilled (Levels 3-5)	26	66	39	179	6 884
Highly skilled production (Levels 6-8)	52	105	50	642	12 346
Highly skilled supervision (Levels 9-12)	28	79	35	863	30 821
TOTAL	165	321	51	1969	11 933

TABLE 6.3 - Performance Rewards by Critical Occupation

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Administrative related	2	55	3,6	49	24 500
Risk management and security services	1	1	100	32	32 000
Secretaries & other keyboard operating clerks	1	51	2	4	4 000
Senior managers	16	36	44,4	564	35 250
TOTAL	20	143	14	649	32 450

TABLE 6.4 - Performance-related Rewards (Cash Bonus) by Salary Band for Senior Management Service

SMS Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	% of SMS Wage Bill	Personnel Cost SMS (R'000)
Band A	8	18	44	258	3 225	4	6 439
Band B	6	15	40	226	3 767	3,8	5 996
Band C	4	11	36	144	3 600	2,2	6 548
Band D	0	4	0	0	0	0	0
TOTAL	18	48	38	628	3 488	3,3	18 983

9.1.7 Foreign workers

The Presidency has not appointed any Foreign Workers during the period under review.

9.1.8 Leave utilisation for the period 1 January 2003 to 31 December 2003

TABLE 8.1 - Sick Leave for Jan 2003 to Dec 2003

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)	Total number of Employees using Sick Leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	469	85,7	66	26,4	7	63	250	401
Skilled (Levels 3-5)	244	78,7	35	14	7	47	250	192
Highly skilled production (Levels 6-8)	531	77	81	32,4	7	168	250	409
Highly skilled supervision (Levels 9-12)	224	76,3	46	18,4	5	140	250	171
Senior management (Levels 13-16)	165	77,6	22	8,8	8	163	250	128
TOTAL	1633	79,7	250	100	7	581	250	1 301

TABLE 8.2 - Disability Leave (Temporary and Permanent) for Jan 2003 to Dec 2003

Salary Band	Total Days	% Days with medical Certification	Number of Employees using Disability Leave	% of Total Employees using Disability Leave	Average Days per Employee	Estimate Cost (R'000)	Total number of days with medical certification	Total number of Employees using Disability Leave
Lower skilled (Levels 1-2)	114	100	4	80.2	9	16	114	4
Highly skilled production (Levels 6-8)	118	100	1	20	118	35	118	1
TOTAL	232	100	5	100	46	51	232	5

TABLE 8.3 - Annual Leave for Jan 2003 to Dec 2003

Salary Band	Total Days Taken	Average per Employee	Employment
Lower skilled (Levels 1-2)	2 261	31,8	71
Skilled (Levels 3-5)	1 044	15,8	66
Highly skilled production (Levels 6-8)	1 913	18,4	104
Highly skilled supervision (Levels 9-12)	1 413	17,9	79
Senior management (Levels 13-16)	413	8,6	48
TOTAL	7 044	19,1	368

TABLE 8.4 - Capped Leave for Jan 2003 to Dec 2003

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2003	Number of Employees	Total Number of capped leave available at 31 December 2003	Number of Employees at 31 December 2003
Lower skilled (Levels 1-2)	67	2	68	40	4 392	65
Skilled (Levels 3-5)	40	1	45	40	1 907	42
Highly skilled production (Levels 6-8)	68	2	25	40	1 854	74
Highly skilled supervision (Levels 9-12)	34	1	43	40	2 179	51
Senior management (Levels 13-16)	10	0	61.4	0	1 816	30
TOTAL	219	5	46.4	0	12 148	262

TABLE 8.5 - Leave Payouts

No leave payouts were done for the period under review

9.1.9 HIV/Aids and health promotion

TABLE 9.1 - 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	
All employees in The Presidency	Continuous awareness programmes on Sexually transmitted infections (STIs) HIV and Aids.
	Healthy living programmes
	Candle-light Memorial Service was held in the Office with address from a spiritual counsellor and People living with HIV and Aids (PLWHA) discouraging stigma.
	World Aids Day was celebrated successfully with the Deputy President as our keynote speaker and Dr Tibane as our guest speaker

TABLE 9.2 - 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.	YES		Ms Doreen Kosi, Director in the Deputy President's Private Office
2. Does the department have a dedicated unit or have you designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	YES		HIV & Aids Programme is located within the Employee Assistance Programme (EAP) Unit. The EAP Professional is responsible for co-ordination of this role. Budget is allocated annually as per the annual activities around HIV & AIDS.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of the programme.	YES		The EAP Programme was successfully implemented since 2000. Key focus areas are as follows * Manage EAP service (i.e. counselling, training, awareness, life skills etc) * Manage HIV & Aids awareness and training * Manage health & safety matters * Manage bereavements * Develop EAP Policies
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	YES		Ms Doreen Kosi - Chairperson, Mr. Paseka Nku, Ms. Zanele Mngadi, Ms. Lebuwe Motaung and Dr Yasmin Dada-Jones

Question	Yes	No	Details, if yes
5. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	YES		EAP and HIV & Aids Policies
6. Does the department encourage its employees to undergo Voluntary Counselling and Testing for HIV and Aids? If so, list the results that you have achieved.	YES		So far none can be reported
7. Has the department developed measures/ indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.	YES		Over the year under review the office invited experts in the field to inform and guide the programme. The Office will also continue engaging higher education institutions and research councils for benchmarking purposes as to the impact of The Presidency's HIV & Aids Programme

9.1.10 Labour relations

TABLE 10.1 - Collective Agreements

Subject Matter	Date
None	N/A

TABLE 10.2 - Misconduct and Disciplinary Hearings Finalised

Outcomes of disciplinary hearings	Number	Percentage of total	Total
TOTAL	3	67	2

TABLE 10.3 - Types of Misconduct Addressed and Disciplinary Hearings

Type of misconduct	Number	% of total
Falsification of records	1	20
Insubordination, absenteeism	4	80
Total	5	

TABLE 10.4 - Grievances Lodged

Number of grievances addressed	Number	% of total
Resolved	2	50
Not resolved	2	50
Total	4	

TABLE 10.5 - Disputes Lodged

Number of disputes addressed	Number
Upheld	0
Dismissed	0
Total	0

TABLE 10.6 - Strike Actions

Strike Actions	–
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

TABLE 10.7 - Precautionary Suspensions

Precautionary Suspensions	–
Number of people suspended	0
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0
Cost (R'000) of suspensions	0

9.1.11 Skills development

TABLE 11.1 - Training needs identified

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Senior Management Service Band D	Female	1	0	0	0	0
	Male	3	0	0	0	0
Senior Management Services Band C	Female	4	0	0	0	0
	Male	7	0	0	0	0
Senior Management Services Band B	Female	5	0	2	0	2
	Male	10	0	4	0	4
Senior Management Services Band A	Female	12	0	2	0	2
	Male	6	0	3	0	3
Highly skilled supervision (L 9 - 12)	Female	39	0	18	0	18
	Male	40	0	21	0	21
Highly skilled production (L 6 - 8)	Female	81	0	48	0	48
	Male	24	0	17	0	17
Skilled production (L 3 - 5)	Female	36	0	23	0	23
	Male	30	0	16	0	16
Lower skilled (L 1 - 2)	Female	39	0	6	0	6
	Male	33	0	2	0	2
Gender sub totals	Female	217	0	99	0	99
	Male	152	0	63	0	63
Total		369	0	162	0	162

TABLE 11.2 - Training provided

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Senior Management Services Band D	Female	1	0	0	0	0
	Male	3	0	0	0	0
Senior Management Services Band C	Female	4	0	0	0	0
	Male	7	0	0	0	0
Senior Management Services Band B	Female	5	0	0	0	0
	Male	10	0	4	0	4
Senior Management Services Band A	Female	12	0	2	0	2
	Male	6	0	2	0	2
Highly skilled supervision (L 9 - 12)	Female	39	0	16	0	16
	Male	40	0	20	0	20
Highly skilled production (L 6 - 8)	Female	81	0	38	0	38
	Male	24	0	16	0	16
Skilled production (L 3 - 5)	Female	36	0	15	0	15
	Male	30	0	6	0	6
Lower skilled (L 1 - 2)	Female	39	0	5	0	5
	Male	33	0	1	0	1
Gender sub totals	Female	217	0	0	0	0
	Male	152	0	49	0	49
Total		369	0	125	0	125

9.1.12 Injury on duty

TABLE 12.1 - Injury on duty

Nature of injury on duty	Number	% of total
Required basic medical attention only	7	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	7	

9.1.13 Utilisation of consultants

The Presidency has not appointed consultants during the period under review.

10. Financial Statements and Audit Report



AUDITOR - GENERAL

10.1 AUDITOR-GENERAL

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF THE PRESIDENCY FOR THE YEAR ENDED 31 MARCH 2004

1. AUDIT ASSIGNMENT

The financial statements as set out on pages 77 to 102 for the year ended 31 March 2004, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 3 and 5 of the Auditor-General Act, 1995 (Act No. 12 of 1995). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting authority. My responsibility is to express an opinion on these financial statements, based on the audit.

2. NATURE AND SCOPE

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations, which came to my attention and are applicable to financial matters.

I believe that the audit provides a reasonable basis for my opinion.

3. AUDIT OPINION

In my opinion, the financial statements fairly present, in all material respects, the financial position of The Presidency at 31 March 2004 and the results of its operations and cash flows for the year then ended, in accordance with prescribed accounting practice and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999).

4. EMPHASIS OF MATTER

Without qualifying the audit opinion expressed above, attention is drawn to the following matters:

4.1 Asset management

Due to inadequate policies to govern procedures during the year, there were deficiencies with regard to asset management. During the year a process was introduced to address this, and at year-end a new asset register was implemented, and individual assets appropriately bar-coded.

The reconciliation between the new asset register and the previous Logis asset register was still being performed at the date of this report. Possible surpluses and shortages were therefore not determined.

4.2 Information systems audit

Due to inadequate policies and procedures, key weaknesses relating to information security, disaster recovery, backup and recovery, user account management, change control and network standards were identified.

Management has indicated that this is currently being addressed.

4.3 Forensic audit

With reference to paragraph 4.4 of my report for the year ended 31 March 2003, regarding the forensic investigation at the request of The Presidency at the Office of the Rights of the Child, a final report was issued to The Presidency.

5. APPRECIATION

The assistance rendered by the staff of The Presidency during the audit is sincerely appreciated.

S A Fakie
Auditor-General

Pretoria
19 July 2004

10.2 MANAGEMENT REPORT FOR THE YEAR ENDED 31 MARCH 2004

Report by the Accounting Officer to the Executive Authority and Parliament of the Republic of South Africa.

1. GENERAL REVIEW OF THE STATE OF FINANCIAL AFFAIRS

The budget allocation for the 2003/04 financial year was R151, 031 million, excluding R1, 785 million for the salaries of the President and Deputy President.

2. SERVICES RENDERED BY THE DEPARTMENT

- No services are directly rendered to the public. The aim of The Presidency is to enable the President and the Deputy President to fulfil their constitutional and other functions.
- The inventory items were purchased at cost for all stores.

3. CAPACITY CONSTRAINTS

The work of The Presidency requires highly specialised officials to support the Principals as well as engage in executive management of Government and co-ordination of its units. As a result the filling of the relevant posts is more challenging and takes more time than filling ordinary posts. Another limitation is the cost of such skills, which goes beyond the normal remuneration levels of the Public Services.

4. UTILISATION OF DONOR FUNDS

4.1 Office on the Status of Disabled Persons (OSDP) Swedish Government (SIDA)

Marginalised Disability Groups

The OSDP has provided funds to eight Marginalised Disability Groups. These funds were used for the development of projects, conducting advocacy programmes and for implementing lobbying activities. There has been a positive response from the disability groups in terms of the implementation of the projects. There has also been a marked improvement in service delivery by government departments on the basis of the lobbying carried out by disability groups.

Provincial Training

Seventy officials from the nine provinces were trained by the OSDP on the implementation of the Integrated National Disability Strategy (INDS), understanding disability rights and anti discrimination legislation, implementing policy co-ordination and implementation/service delivery.

Training of Local Councillors

Thirty five local councillors underwent training on the INDS, budget implementation, policy formulation, developing integrated development plans and the development of strategic plans and financial management. These councillors were chosen from

numerous districts throughout the country.

The OSDP has worked with local municipalities on the establishment of disability units. Through this intervention the number of disability desks in the municipalities has increased to twenty five. The process is ongoing.

Public Awareness Campaign 2003

International Day of the Disabled 2003 was celebrated in Mpumalanga together with the provincial OSDP. The theme for the year was "Celebrating Disability in our Decade of Democracy".

Government of Flanders

Employment of the Media Liaison Officer on contract for 12 months.

Employment of Project Co-ordinator/ Financial Administrator on contract for 13 months.

Consultative/briefing meeting with Disabled People's Organizations on the Public Awareness Campaign.

Briefing meeting with representatives of government departments on the Public Awareness Campaign.

Visioning Workshop on Disability and the Media held.

Official Launch of the project on the Public Awareness Campaign

4.2 Office on the Status of Women (OSW)

The OSW received donor funding for two of its focus areas namely: Capacity-building and Advocacy Programme.

Capacity-building

The OSW received total funding of US \$300, 000 from the United Nations Development Programme (UNDP) for capacity programmes for the period 2000-2003. This amount was used to cover the costs of training Provincial OSW Co-ordinators and Supervisors, as well as National Gender Focal Points on Gender Mainstreaming. Costs covered under this programme included the remuneration of training consultants, conferencing costs, as well as costs incurred through activities on Gender Training Manual Development. As at May 2004, the total unspent fund in this grant is US \$99, 000. The UNDP has approved the extension of programme activities under this grant until December 2004. It is during this extended period that the OSW will conclude programme activities particularly the development of a Gender Training Manual which will be used by the South African Management Development Institute (SAMDI) to train public service managers on Gender Mainstreaming Issues in management.

Advocacy Programme

The OSW received funding to the value of R1 190 573.61. This

was a conditional grant as the Danish Embassy had explicitly stated that this amount can only be used for covering costs of the “National Conversations Amongst Women” conference, which was hosted by the OSW in August 2003. This amount was used to cover conferencing costs, facilitation, and remuneration of consultants, translation services, and duplication of conference materials, as well as transportation and accommodation costs for delegates.

At project closure, this grant had a balance of unspent funds of R71 048.55. This balance together with interest accrued was transferred to the Danish Embassy on 16 February 2004, after this grant had been audited by PricewaterhouseCoopers.

4.3 Policy Co-ordination and Advisory Services (PCAS)

The PCAS received donor support for activities related to the Ten Year Review and Scenario Initiative as well as to the Programmes. This Report will not cover the donor support to the Programmes (the OSDP, ORC and OSW) as this would be provided by the Chief Directorate: Programmes.

Almost all the donor funding was used for research and processing of information, including workshops and project management. Much smaller amounts were used for the production of the *Scenarios booklet* (referred to in Annual Report under the section dealing with the PCAS).

With regard to the contribution made by the German Technical Cooperation (GTZ), it needs to be understood that in terms of their own accounting procedures the amount indicated is the cost to the company.

We are of the view that the donor support proved to be crucial in completing the Ten Year Review and Scenario Initiative. We are also of the considered view that the money was utilised most efficiently, effectively and economically.

5. TRADING ENTITIES/ PUBLIC ENTITIES

The National Youth Commission receives transfer payments from The Presidency to conduct its affairs.

6. CORPORATE GOVERNANCE ARRANGEMENTS

A fraud prevention plan is in place. A survey was done in the recent past to establish whether any new risks had arisen since the fraud prevention plan was put in place. The Presidency has a fully functional Internal Audit Unit as well as an Audit Committee. The Presidency has a management process in place to prevent any form of conflict of interest with the creation of departmental committees to oversee all purchases. The Code of Conduct as set out in the fraud prevention plan is widely published within the Office and well enforced. The overall effectiveness of the corporate governance arrangement within The Presidency can be classified as acceptable.

7. NEW / PROPOSED ACTIVITIES

None

8. EVENTS AFTER THE REPORTING DATE

None

9. PROGRESS WITH FINANCIAL MANAGEMENT IMPROVEMENTS

Most policies regarding the use of State assets and the defraying of expenditure from State funds are in place. Policies are developed, and revised as necessary, by means of a consultative process. This is a time-consuming process which is the biggest constraint in the finalising/updating of policies.

10. PERFORMANCE INFORMATION

Currently the performance is monitored by bi-weekly Top Management Meetings with the Director-General to assess the performance of The Presidency against predetermined objectives.

11. APPROVAL

The annual financial statements set out on pages 77 to 102 have been approved by the Accounting Officer.



F Chikane
Accounting Officer
31 May 2004

10.3 AUDIT COMMITTEE REPORT FOR THE YEAR ENDED 31 MARCH 2004

We are pleased to present our report for the financial year ended 31 March 2004.

Audit Committee Members and Attendance:

The audit committee consists of the members listed hereunder and meets 4 times per annum as per its approved terms of reference. During the current year 4 meetings were held.

Name of Member	Number of Meetings Attended
P Moabi (Chairperson)	4
E Seedat	4
Z Manase	3
L Mazwai	4
N Mlamla	2

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38 (1)(a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter; has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

The system of internal control is deemed effective as the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements, the matters of emphasis and management letter of the Auditor-General have included areas of concern that have already been highlighted and are in the process of being corrected. Internal Audit and the Audit Committee are monitoring these areas on a regular basis.

The quality of In Year Management and monthly/quarterly reports submitted in terms of the Act and the Division of Revenue Act

The Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer and the Department during the year under review.

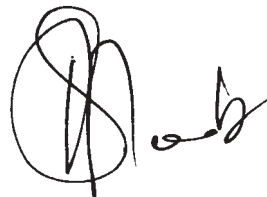
Evaluation of Financial Statements

The Audit Committee has

- Reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the annual report;
- Reviewed the Auditor-General's management letter and management response;
- Reviewed changes in accounting policies and practices;

- Reviewed significant adjustments resulting from the audit.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.



Chairperson of the Audit Committee
19 July 2004

10.4 FINANCIAL STATEMENTS

10.4.1 Statement of Accounting Policies and Related Matters for the Year Ended 31 March 2004

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material respects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 7 of 2003.

1. Basis of preparation

The financial statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented by additional disclosures. The reporting entity is in transition from reporting on a cash basis of accounting to reporting on an accrual basis of accounting. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. Under the accrual basis of accounting, transactions and other events are recognised when incurred and not when cash is received or paid.

2. Revenue

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of National Expenditure. Unexpended voted funds are annually surrendered to the National Revenue Fund. Interest and dividends received are recognised upon receipt of the funds, and no accrual is made for interest or dividends receivable from the last receipt date to the end of the reporting period. They are recognised as revenue in the financial statements of the department and then transferred annually to the National Revenue Fund.

3. Donor Aid

Donor Aid is recognised in the income statement in accordance with the cash basis of accounting.

4. Current expenditure

Current expenditure is recognised on the income statement when the payment is made.

5. Unauthorised, irregular and fruitless and wasteful expenditure

Unauthorised expenditure means:

- the overspending of a vote or a main division within a vote, or
- expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not

in accordance with the purpose of the main division.

Unauthorised expenditure is treated as a current asset in the balance sheet until such expenditure is recovered from a third party or funded from future voted funds.

Irregular expenditure means expenditure, other than unauthorised expenditure, incurred in contravention of or not in accordance with a requirement of any applicable legislation, including:

- The Public Finance Management Act,
- The State Tender Board Act, or any regulations made in terms of this Act, or irregular expenditure is treated as expenditure in the income statement.

Fruitless and wasteful expenditure means expenditure that was made in vain and could have been avoided had reasonable care been exercised. Fruitless and wasteful must be recovered from a responsible official (a debtor account should be raised), or the vote if responsibility cannot be determined. It is treated as a current asset in the balance sheet until such expenditure is recovered from the responsible official or funded from future voted funds.

6. Debts written off

Debts are written off when identified as irrecoverable. No provision is made for irrecoverable amounts.

7. Capital expenditure

Expenditure for physical items on hand as on 31 March 2004 to be consumed in the following financial year, is written off in full when such items are received and are accounted for as expenditure in the income statement.

8. Receivables

Receivables are not normally recognised under the cash basis of accounting. However, receivables included in the balance sheet arise from cash payments that are recoverable from another party.

Receivables for services delivered are not recognised in the balance sheet as current assets or as income in the income statement, as the financial statements are prepared on a cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the financial statements.

9. Payables

Payables are not normally recognised under the cash basis of accounting. However, payables included in the balance sheet arise from cash receipts that are due to the National Revenue Fund or another party.

10. Provisions

A provision is a liability of uncertain timing or amount.

Provisions are not normally recognised under the cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the financial statements.

11. Lease commitments

Lease commitments for the period remaining from the accounting date until the end of the lease contract are disclosed as part of the disclosure note to the financial statements. These commitments are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on the cash basis of accounting.

12. Accruals

This amount represents goods/services that have been delivered, but no invoice has been received from the supplier by year-end, OR an invoice has been received but remains unpaid at year-end. These amounts are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on a cash basis of accounting, but are however disclosed as part of the disclosure notes.

13. Employee benefits

Short-term employee benefits

The cost of short-term employee benefits is expensed in the income statement in the reporting period when the payment is made. Short-term employee benefits, that give rise to a present legal or constructive obligation, are deferred until they can be reliably measured and then expensed. Details of these benefits and the potential liabilities are disclosed as a disclosure note to the financial statements and are not recognised in the income statement.

Termination benefits

Termination benefits are recognised and expensed only when the payment is made.

Retirement benefits

The department provides retirement benefits for its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Medical benefits

The department provides medical benefits for (certain/all) its employees through defined benefit plans. These benefits are funded by employer and/or employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for medical benefits in the financial statements of the department.

Retirement medical benefits for retired members are expensed when the payment is made to the fund.

14. Comparative figures

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year. The comparative figures shown in these financial statements are limited to the figures shown in the previous year's audited financial statements and such other comparative figures that the department may reasonably have available for reporting.

10.4.2 Appropriation Statement

for the year ended 31 March 2004

Programme	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings / (Underspend) (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
1. Administration								
Current	59 304	- 439	58 865	55 638	3 227	94,5%	47 485	49 989
Capital	1 834	439	2 273	2 251	22	99,0%	9 071	7 639
2. Support to the President and Deputy President								
Current	51 188	- 453	50 735	47 674	3 061	94,0%	46 022	47 505
Capital	742	453	1 195	1 195	0	100,0%	250	264
3. Cabinet Office								
Current	5 845	57	5 902	5 704	198	96,6%	5 892	5 665
Capital	5	9	14	14	0	100,0%	68	68
4. Policy Co-ordination								
Current	18 509	- 103	18 406	16 595	1 811	90,2%	14 141	13 803
Capital	116	37	153	140	13	91,5%	72	91
5. National Youth Commission								
Current	13 488	0	13 488	13 488	0	100,0%	13 266	13 266
Capital	0	0	0	0	0		500	500
Total	151 031	0	151 031	142 699	8 332	94,5%	136 767	138 790
Reconciliation with Income Statement								
Less: Investments acquired and capitalised during the current financial year - expensed for appropriation purposes								
Add: Local and foreign aid assistance			8 572	7 143			9 467	6 760
Add: Statutory			1 785	1 744			1 635	1 684
Add: Other Receipts			882	-			271	-
Add: Appropriation for unauthorised expenditure			-	-			66	66
Less: Fruitless and wasteful expenditure			-	-			-	-
Actual amounts per Income Statement			162 270	151 586			148 206	147 300

Direct charge against the National Revenue Fund (NRF)	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
List all charges against the NRF	1 785		1 785	1 744	41	97,7%		
Total	1 785	0	1 785	1 744	41	97,7%	0	0

Economic classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	78 090	0	78 090	71 432	6 658	91,5%	64 824	63 244
Transfer payments	13 488	0	13 488	13 488	0	100,0%	13 266	13 266
Other	56 756	-1 064	55 692	54 018	1 674	97,0%	48 716	53 718
Capital								
Transfer payments	0	0	0	0	0		0	0
Acquisition of capital assets	0	0	0	0	0		500	500
Acquisition of capital assets	2 697	1 064	3 761	3 761	0	100,0%	9 461	8 062
Total I	151 031	0	151 031	142 699	8 332	94,5%	136 767	138 790

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	78 090	0	78 090	71 432	6 658	91,5%	64 824	63 244
Administrative	36 556	- 678	35 878	35 323	555	98,5%	32 850	34 462
Inventories	5 406	368	5 774	5 325	449	92,2%	4 362	4 245
Equipment	5 918	944	6 862	6 862	0	100,0%	12 569	12 565
Land and buildings	0	0	0	0	0		0	0
Professional and special services	11 573	-1 217	10 356	9 686	670	93,5%	8 396	10 292
Transfer payments	13 488	0	13 488	13 488	0	100,0%	13 766	13 766
Miscellaneous	0	0	0	0	0		0	0
Special functions	0	583	583	583	0	100,0%	0	216
Total I	151 031	0	151 031	142 699	8 332	94,5%	136 767	138 790

DETAIL PER PROGRAMME 1
for the year ended 31 March 2004

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
1.1 Minister								
Current	746	1	747	747	0	100,0%	691	691
Capital			0		0			
1.2 Management			0		0			
Current	7 153	- 408	6 745	4 772	1 973	70,7%	3 772	3 772
Capital	27		27	5	22	18,5%	21	16
1.3 Corporate Services			0	0				
Current	51 405	- 32	51 373	50 119	1 254	97,6%	43 022	45 526
Capital	1 807	439	2 246	2 246	0	100,0%	9 050	7 623
Total	61 138	0	61 138	57 889	3 249	94,7%	56 556	57 628

Economic classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	36 485		36 485	33 955	2 530	93,1%	30 102	28 802
Transfer payments			0		0			
Other	22 819	- 417	22 402	21 683	719	96,8%	17 383	21 187
Capital			0		0			
Transfer payments			0		0			
Acquisition of capital assets	1 834	417	2 251	2 251	0	100,0%	9 071	7 639
Total	61 138	0	61 138	57 889	3 249	94,7%	56 556	57 628

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	36 485		36 485	33 955	2 530	93,1%	30 102	28 802
Administration	12 245	769	13 014	13 014	0	100,0%	11 146	11 369
Inventories	2 942		2 942	2 893	49	98,3%	2 809	2 809
Equipment	3 963	184	4 147	4 147	0	100,0%	11 055	11 092
Land and buildings			0		0			
Professional and special services	5 503	-1 182	4 321	3 651	670	84,5%	1 444	3 340
Transfer payments			0		0			
Miscellaneous			0		0			
Special functions		229	229	229	0	100,0%	0	216
Total	61 138	0	61 138	57 889	3 249	94,7%	56 556	57 628

DETAIL PER PROGRAMME 2
for the year ended 31 March 2004

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
2.1 President's Office			0					
Current	19 338	- 534	18 804	18 156	648	96,6%	17 155	19 947
Capital	455	- 23	432	432	0	100,0%	69	69
2.2 Deputy President's Office			0		0			
Current	11 079	- 9	11 070	10 569	501	95,5%	11 407	11 205
Capital	87	9	96	96	0	100,0%	45	59
2.3 Protocol			0		0			
Current	11 867		11 867	9 955	1 912	83,9%	10 123	9 016
Capital		4	4	4	0	100,0%		
2.4 Communications			0		0			
Current	8 904	90	8 994	8 994	0	100,0%	7 337	7 337
Capital	200	463	663	663	0	100,0%	136	136
Total	51 930	0	51 930	48 869	3 061	94,1%	46 272	47 769

Economic classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	27 138		27 138	24 132	3 006	88,9%	23 368	23 162
Transfer payments			0		0			
Other	24 050	- 550	23 500	23 445	55	99,8%	22 654	24 343
Capital			0		0			
Transfer payments			0		0			
Acquisition of capital assets	742	550	1 292	1 292	0	100,0%	250	264
Total	51 930	0	51 930	48 869	3 061	94,1%	46 272	47 769

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	27 138		27 138	24 132	3 006	88,9%	23 368	23 162
Administrative	16 654	- 547	16 107	16 052	55	99,7%	15 160	16 616
Inventories	929	388	1 317	1 317	0	100,0%	913	1 041
Equipment	1 264	572	1 836	1 836	0	100,0%	652	771
Land and buildings			0		0			
Professional and special services	5 945	- 690	5 255	5 255	0	100,0%	6 179	6 179
Transfer payments			0		0			
Miscellaneous			0		0			
Special functions		277	277	277	0			
Total	51 930	0	51 930	48 869	3 061	94,1%	46 272	47 769

DETAIL PER PROGRAMME 3
for the year ended 31 March 2004

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
3.1 Cabinet Office								
Current	5 845	57	5 902	5 704	198	96,6%	5 892	5 665
Capital	5	9	14	14	0		68	68
Total	5 850	66	5 916	5 718	198	96,6%	5 960	5 733

Economic classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	3 999		3 999	3 801	198	95,0%	3 562	3 562
Transfer payments			0		0			
Other	1 846	57	1 903	1 903	0	100,0%	2 330	2 103
Capital			0		0			
Transfer payments			0		0			
Acquisition of capital assets	5	9	14	14	0	100,0%	68	68
Total	5 850	66	5 916	5 718	198	96,7%	5 960	5 733

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	3 999		3 999	3 801	198	95,0%	3 562	3 562
Administrative	1 365	150	1 515	1 515	0	100,0%	1 721	1 654
Inventories	42	- 20	22	22	0	100,0%	42	42
Equipment	439	- 66	373	373	0	100,0%	599	439
Land and buildings			0		0			
Professional and special services	5	- 2	3	3	0	100,0%	36	36
Transfer payments			0		0			
Miscellaneous			0	0				
Special functions		4	4	4	0			
Total	5 850	66	5 916	5 718	198	96,7%	5 960	5 733

DETAIL PER PROGRAMME 4
for the year ended 31 March 2004

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
4.1 Policy Co-ordination								
Current	10 414	- 625	9 789	8 794	995	89,8%	6 413	6 394
Capital	63	- 8	55	47	8	85,5%	43	62
4.2 Office on the Status of Women			0		0			
Current	2 842	919	3 761	3 761	0	100,0%	3 057	3 057
Capital		6	6	6	0	100,0%		
4.3 Office on the Status of Disabled Persons			0		0			
Current	2 477	65	2 542	2 542	0	100,0%	2 297	1 978
Capital	16	71	87	87	0	100,0%	9	9
4.4 Office on the Rights of the Child			0		0			
Current	2 776	- 462	2 314	1 498	816	64,7%	2 374	2 374
Capital	37	- 32	5		5	0,0%	20	20
Total	18 625	- 66	18 559	16 735	1 824	90,2%	14 213	13 894

Economic classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	10 468		10 468	9 544	924	91,2%	7 792	7 718
Transfer payments			0		0			
Other	8 041	- 154	7 887	6 987	900	88,6%	6 349	6 085
Capital			0		0			
Transfer payments			0		0			
Acquisition of capital assets	116	88	204	204	0	100,0%	72	91
Total	18 625	- 66	18 559	16 735	1 824	90,2%	14 213	13 894

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	10 468		10 468	9 544	924	91,2%	7 792	7 718
Administrative	6 292	-1 050	5 242	4 742	500	90,5%	4 823	4 823
Inventories	1 493		1 493	1 093	400	73,2%	598	353
Equipment	252	254	506	506	0	100,0%	263	263
Land and buildings			0		0			
Professional and special services	120	657	777	777	0	100,0%	737	737
Transfer payments			0		0			
Miscellaneous			0		0			
Special functions		73	73	73	0			
Total	18 625	- 66	18 559	16 735	1 824	90,2%	14 213	13 894

DETAIL PER PROGRAMME 5
for the year ended 31 March 2004

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
5.1 National Youth Commission								
Current	13 488		13 488	13 488	0	100,0%	13 266	13 266
Capital							500	500
Total	13 488	0	13 488	13 488	0	100,0%	13 766	13 766

Economic classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel								
Transfer payments	13 488	0	13 488	13 488	0	100,0%	13 266	13 266
Other								
Capital								
Transfer payments							500	500
Acquisition of capital assets								
Total	13 488	0	13 488	13 488	0	100,0%	13 766	13 766

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel								
Administrative								
Inventories								
Equipment								
Land and buildings								
Professional and special services								
Transfer payments	13 488	0	13 488	13 488	0	100,0%	13 766	13 766
Miscellaneous								
Special functions								
Total	13 488	0	13 488	13 488	0	100,0%	13 766	13 766

10.4.3 Notes to the Appropriation Statement for the year ended 31 March 2004

1. Details of current and capital transfers as per Appropriation Act (after Virement):

Details of these transactions can be viewed in note 9 (Transfer payments) and Annexure I to the annual financial statements.

2. Details of special functions (theft and losses)

Details of these transactions per programme can be viewed in note 10.3 (Details of special functions (theft and losses)) to the annual financial statements.

3. Explanations of material variances from Amounts Voted (after virement):

3.1 Per programme:

Programme 1: Administration

The surplus is due to an underspending on Personnel expenditure. This is the result of the moratorium on the filling of posts for the larger part of the financial year

Programme 2: Support to the President and Deputy President

As with Programme 1, the surplus is due to an underspending on Personnel expenditure. Apart from the moratorium on the filling of posts, a substantial number of senior posts were vacant owing to a lack of suitable candidates.

Programme 4: Policy Co-ordination and Advisory Services

The underspending is due to vacant posts not being filled, and funds not being spent in the current financial year on the printing of booklets on the Ten Year Review. The amounts for the printing have been requested for roll-over.

3.2 Per standard item:

Personnel: The underspending is due to the moratorium on the filling of posts, and the fact that a number of senior posts could not be filled as suitable candidates could not be found.

Administrative: The underspending can largely be attributed to the vacant posts.

Inventories: The saving is due to the publications for the Ten Year Review.

Professional and special: The underspending occurred owing to delays by the service providers in implementing the Electronic Document Management System.

10.4.4 Income Statement (Statement of Financial Performance) for the Year Ended 31 March 2004

	Note	2003/04 R'000	2002/03 R'000
REVENUE			
Voted funds		152 816	138 468
Annual appropriation	1	151 031	136 767
Statutory appropriation	2	1 785	1 635
Appropriation for unauthorised expenditure	11	-	66
Other revenue to be surrendered to the National Revenue Fund	3	882	271
Local and foreign aid assistance	4,1	8 572	9 467
TOTAL REVENUE		162 270	148 206
EXPENDITURE			
Current			
Personnel	5	71 432	63 244
Administrative		35 323	34 462
Inventories	6	5 325	4 245
Machinery and Equipment	7	3 424	4 503
Professional and special services	8	9 686	10 292
Transfer payments	9	13 488	13 266
Special functions: authorised losses	10	583	216
Local and foreign aid assistance	4,1	7 101	6 760
Unauthorised expenditure approved	11	-	66
Statutory		1 744	1 684
TOTAL CURRENT EXPENDITURE		148 106	138 738
Capital			
Machinery and Equipment	7	3 438	8 062
Transfer payments	9	-	500
Local and foreign aid assistance	4,1	42	-
TOTAL CAPITAL EXPENDITURE		3 480	8 562
TOTAL EXPENDITURE		151 586	147 300
NET SURPLUS		10 684	906
Add back unauthorised and fruitless and wasteful expenditure disallowed	11	-	2 569
NET SURPLUS FOR THE YEAR		10 684	3 475
Reconciliation of Net Surplus for the year			
Voted Funds to be surrendered to the National Revenue Fund	16	8 332	(2 023)
Other Revenue to be surrendered to the National Revenue Fund	17	882	271
Local and foreign aid assistance		1 429	2 707
Statutory funds to be surrendered to the National Revenue Fund	15	41	(49)
Unauthorised expenditure		-	(2 569)
NET SURPLUS FOR THE YEAR		10 684	3 475

10.4.5 Balance Sheet (Statement of Financial Position) at 31 March 2004

	Note	2003/04 R'000	2002/03 R'000
ASSETS			
Current assets		8 914	12 899
Unauthorised and fruitless and wasteful expenditure	11	6 118	6 118
Voted funds to be recovered	16	-	2 038
Statutory funds to be recovered	15	8	49
Cash and cash equivalents	12	40	40
Receivables	13	2 748	4 654
Non-current assets		7	20
Receivables	14	7	20
TOTAL ASSETS	8	921	12 919
LIABILITIES			
Current liabilities		8 921	12 919
Voted funds to be surrendered to the National Revenue Fund	16	3 539	-
Other Revenue funds to be surrendered to the National Revenue Fund	17	417	30
Unauthorised expenditure to be surrendered		-	2 569
Bank overdraft	18	76	6 133
Payables	19	753	1 480
Local and Foreign Aid assistance	4.1	4 136	2 707
TOTAL LIABILITIES		8 921	12 919

10.4.6 Cash Flow Statement for the year ended 31 March 2004

CASH FLOWS FROM OPERATING ACTIVITIES

Net cash flow generated by operating activities	20	11 381	8 924
Cash utilised to increase working capital	21	(1 377)	(61)
Voted funds and Revenue funds surrendered	22	(495)	(5 358)
Unauthorised expenditure approved	11	-	66
Local and foreign aid assistance		-	(1 515)
Cash generated from operating activities		9 509	2 056
Interest received	20	28	29
Net cash flow available from operating activities		9 537	2 085

CASH FLOWS FROM INVESTING ACTIVITIES

Capital expenditure	7.1/4.1	(3 480)	(8 062)
Net cash flows from operating and investing activities		6 057	(5 977)
Net increase/(decrease) in cash and cash equivalents		6 057	(5 977)
Cash and cash equivalents at beginning of period		(6 093)	(116)
Cash and cash equivalents at end of period	12/18	(36)	(6 093)

10.4.7 Notes to the Annual Financial Statements for the Year ended 31 March 2004

1. Annual Appropriation

1.1 Included are funds appropriated in terms of the Appropriation Act for National Departments (voted Funds)

Programmes	Total Appropriation 2003/04 R'000	Actual R'000	Variance over/(under) R'000	Total Appropriation 2002/03 R'000
Administration	61 169	61 138	(31)	56 556
Support Services to the President and Deputy President	51 930	50 175	(1 755)	46 272
Cabinet Office	5 912	5 850	(62)	5 960
Policy Co-ordination	18 532	17 625	(907)	14 213
National Youth Commission	13 488	13 488	-	13 766
TOTAL	151 031	148 276	(2 755)	136 767

For explanation of material variances, refer to explanations at appropriation schedule.

2. Statutory appropriation

President & Deputy President salaries	1 785	1 635
---------------------------------------	-------	-------

3. Other revenue to be surrendered to the National Revenue Fund

Description			
Material losses recovered	3,1	35	46
Cheques written back/stale cheques		59	7
Interest received (other)		28	29
Recoveries prior year		728	-
Other		32	189
		882	271

3.1 Material losses recovered

Nature of loss recovered		
Insurance on hired vehicles	2	6
Damages to official vehicles	2	3
Damages to hired vehicles	3	4
Non-arrival/ No-show charges	3	7
Cell phones recovered	4	16
Debt	9	1
Traffic fines	3	-
Housing guarantee released	9	-
Cancellation fees	-	3
Double payment	-	6
	35	46

4. Local and foreign aid assistance

4.1 Assistance received in cash

Name of Donor and purpose	Opening Balance	Revenue	Expenditure Current	Capital	Closing Balance
Foreign					
Sweden: Office on the Status of Disabled Persons (OSDP)	1 369	3 636	5 127	42	(1 64)
Denmark(1): Office on the Status on Women	1 338	-	1 338	-	-
Denmark(2): Ten Year Review Project (Policy Co-ordination and Advisory Services)	-	441	257	-	184
Denmark(3): Strategy for Economic Development and Empowerment of Disabled People (EDED) OSDP	-	3099	-	-	3099
Belgium: Office on the Status of Disabled Persons	-	1 396	379	-	1 017
	2 707	8 572	7 101	42	4 136

Analysis of balance

	2003/04 R'000	2002/03 R'000
Amount owing by donor	(164)	-
Amounts owing to donor	4 300	2 707
Amounts rolled over	4 136	2 707

Notes to the Annual Financial Statements for the Year ended 31 March 2004

	Note	2003/04 R'000	2002/03 R'000
4.2 Assistance received in kind			
(Value not included in the income statement)			
Name of donor and purpose			
Foreign aid assistance			
United Nations Development Programme (UNDP)		-	764
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)		-	1 867
		<u>0</u>	<u>2 631</u>
5. Personnel			
5.1 Current expenditure			
Appropriation to Executive and Legislature		747	691
Basic salary costs		42 108	37 025
Pension contributions		5 745	5 299
Medical aid contributions		2 865	2 650
Non Pensionable Cash allowance (SMS)		2 834	1 044
Motor allowance (SMS)		3 491	1 414
Service bonus		2 967	2 549
Merit awards		2 012	1 542
Other salary-related costs		8 663	11 030
		<u>71 432</u>	<u>63 244</u>
Average number of employees		378	386
6. Inventories			
6.1 Current expenditure			
Inventories purchased during the year			
Printing		1 355	952
Publications		784	326
Stationery		494	414
Uniform and Protective Clothing		239	264
Flag and flag products		-	2
Flowers		649	645
Cleaning material		453	444
Crockery and Cutlery		18	24
Toner cartridges		556	534
Others stores		777	640
Total cost of inventories		<u>5 325</u>	<u>4 245</u>
7. Machinery and equipment			
Current (Rentals, maintenance and sundry)		3 424	4 503
Capital	7,1	3 438	8 062
Total current and capital expenditure		<u>6 862</u>	<u>12 565</u>
7.1 Capital machinery and equipment analysed as follows:			
Computer equipment		1 682	5 611
Furniture and office equipment		1 396	1 251
Other machinery and equipment		-	188
Transport (Motor vehicle)		360	1 012
		<u>3 438</u>	<u>8 062</u>

Notes to the Annual Financial Statements for the Year ended 31 March 2004

	Note	2003/04 R'000	2002/03 R'000
8. Professional and special services			
8.1 Current expenditure			
Auditors' remuneration		725	1 296
Regulatory		643	997
Other audits		82	299
Consultants and advisory services		3 464	2 795
Computer services		808	751
Draft/ Mint of decoration medals		3 554	4 327
Other		1 135	1 124
Total Professional and special services		9 686	10 293
9. Transfer payments			
Transfers to public entities and institutions	Annexure I	13 488	13 766
Analysis of transfer payments			
Current		13 488	13 266
Capital		-	500
		13 488	13 766
10. Special functions: Authorised losses			
Other material losses written off in income statement	10,1	429	214
Debts written off	10,2	154	2
		583	216
10.1 Other material losses written off in income statement			
Nature of losses			
No-show charges		3	4
Non-arrival charges		3	6
Damage to hired vehicle		82	17
Loss of / damage to cell phones		20	55
Damage to official vehicles		36	72
Insurance		3	3
Lost / damaged equipment (Replacement value)		161	3
Foreign exchange losses		8	-
Double payments		47	-
Damages paid to third parties		65	-
Interest on overdue accounts		-	49
Trip cancellation		-	2
Non-cancellation of hired vehicles		-	1
Traffic fines		-	1
Other small amounts		1	1
		429	214
10.2 Debts written off			
Nature of debts written off			
Private expenses		13	2
Remuneration		92	-
Study fees		33	-
Tax		5	-
State guarantee		11	-
		154	2
10.3 Details of special functions (theft and losses)			
Per programme			
Programme 1: Administration		229	216
Programme 2: Support to the President and Deputy President		277	-
Programme 3: Cabinet Office		4	-
Programme 4: Policy Co-ordination		73	-
		583	216

Notes to the Annual Financial Statements for the Year ended 31 March 2004

	Note	2003/04 R'000	2002/03 R'000
11. Unauthorised and fruitless and wasteful expenditure disallowed			
Unauthorised expenditure	11,2	6 118	6 118
11.1 Reconciliation of unauthorised expenditure balance			
Opening balance		6 118	3 615
Unauthorised expenditure current year		-	2 569
Approved by Parliament		-	(66)
Closing balance		6 118	6 118
11.2 Unauthorised expenditure			
Incident	Disciplinary steps taken / criminal proceedings		
Remuneration paid to consultants (1996/97)	The non-compliance was of a technical nature and it did not result in any losses to the State or tax-payers.	632	632
Non-compliance procurement procedures (NYC - 1998/99)	The non-compliance was of a technical nature and it did not result in any losses to the State or tax-payers.	139	139
Non-compliance with Treasury Regulations (1998/99)	The non-compliance was of a technical nature and no one could be held liable.	270	270
Non-compliance with procurement procedures (NYC - 1998/99)	The non-compliance was of a technical nature and it did not result in any losses to the State or tax-payers.	82	82
Media Breakfast (1999/00)	No one could be held liable.	5	5
Decoration medals (1999/00)	The non-compliance was of a technical nature and it did not result in any losses to the State or tax-payers.	22	22
National Youth Commission (1999/2000)	The non-compliance with directives was of a technical nature and it did not result in any losses to the State or tax-payers.	1 401	1 401
Overspending on divisions (2000/01)	No one could be held liable.	998	998
Overspending on divisions (2002/03)	No one could be held liable.	2 569	2 569
		6 118	6 118
12. Cash and cash equivalents			
Cash on hand		40	40
13. Receivables - current			
Amounts owing by other departments	Annexure 5	1 934	3 485
Staff debtors	13,3	119	215
Other debtors	13,4	419	722
Advances	13,5	276	232
		2 748	4 654
13.1 Amounts totalling R 223 702 (2003 : R 118 478) included above may not be recoverable, but have not been written off in the income statement.			
13.2 Age analysis – receivables current			
Less than one year		671	1 784
One to two years (List material amounts)		1 265	2 565
More than two years (List material amounts)		812	305
		2 748	4 654

Notes to the Annual Financial Statements for the Year ended 31 March 2004

	Note	2003/04 R'000	2002/03 R'000
13.3 Staff debtors			
Debt account		65	117
Debt out of service		54	78
Tax debt		-	1
Deduction disallowance recoverable		-	9
Tax closed IRP5		-	10
		<u>119</u>	<u>215</u>
13.4 Other debtors			
Telkom payments in suspense		-	7
Portion: claims recoverable		75	176
Thefts and losses		330	412
Miscellaneous suspense		-	124
Other debtors		14	3
		<u>419</u>	<u>722</u>
13.5 Advances			
Nature of advances			
Other departmental advances		150	150
Standing advances		2	5
S&T Advances		124	75
Salary Advances		-	2
		<u>276</u>	<u>232</u>
14. Receivables – non-current			
Description			
Staff debtors		<u>7</u>	<u>20</u>
15. Statutory funds to be recovered from the National Revenue Fund			
Opening balance		49	157
Transfer from Income Statement		(41)	49
Recovered/ (paid) during the year		-	(157)
		<u>8</u>	<u>49</u>
16. Voted funds to be surrendered to / recovered from			
Opening balance		(2 038)	5 270
Transfer from income statement		8 332	(2 023)
Voted funds not requested / not received		(2 755)	(15)
Paid during the year		-	(5 270)
Closing balance		<u>3 539</u>	<u>(2 038)</u>
17. Other revenue funds to be surrendered to the National Revenue Fund			
Opening balance		30	4
Transfer from income statement for revenue to be surrendered		882	271
Transfer from local and foreign aid assistance		-	108
Revenue funds paid during the year		(495)	(245)
Foreign aid funds paid during the year		-	(108)
Closing balance		<u>417</u>	<u>30</u>
18. Bank overdraft			
Paymaster General Account (Exchequer account)		<u>76</u>	<u>6 133</u>
19. Payables - current			
Description			
Amounts owing to other departments		-	1 405
Other payables		753	75
		<u>753</u>	<u>1 480</u>

Notes to the Annual Financial Statements for the Year ended 31 March 2004

	Note	2003/04 R'000	2002/03 R'000
19.1 Other payables			
Miscellaneous credits		22	-
Salary deductions		730	74
Recoverable interest debt		1	1
		<u>753</u>	<u>75</u>
20. Net cash flow generated by operating activities 2003/04			
Net surplus as per Income Statement		10 684	906
Adjusted for items separately disclosed		3 452	8 033
Capital expenditure	7.1/4.1	3 480	8 062
Interest received		(28)	(29)
Adjusted for non-cash items			
Voted funds not requested / not received		(2 755)	(15)
Net cash flow generated by operating activities		<u>11 381</u>	<u>8 924</u>
21. Cash utilised to increase working capital			
Decrease in receivables – current		1 950	355
(Increase) / decrease in receivables – non-current		13	(20)
(Increase) / decrease in pre-payments and advances		(44)	178
Increase in unauthorised expenditure		-	(2 569)
Increase/ (decrease) in payables - current		(727)	802
Increase / (decrease) in other current liabilities		(2 569)	1 193
		<u>(1 377)</u>	<u>(61)</u>
22. Voted funds and revenue funds surrendered			
Voted funds surrendered		-	5 270
Revenue funds surrendered		495	245
Statutory funds surrendered / (recovered)		-	(157)
		<u>495</u>	<u>5 358</u>

10.4.8 Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2004

These amounts are not recognised in the financial statements, and are disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 7 of 2003.

	Note	2003/04 R'000	2002/03 R'000
23. Contingent liabilities			
Liable to	Nature		
Housing loan guarantees	Employees	1 162	1 146
Claim		130	-
		<u>1 292</u>	<u>1 146</u>
24. Commitments			
Current expenditure			
Approved and contracted/ordered		<u>2 597</u>	<u>767</u>
Capital expenditure			
Approved and contracted/ordered		<u>108</u>	<u>1 327</u>
Total Commitments		<u>2 705</u>	<u>2 094</u>
25. Accruals			
Listed by standard Item			
Personnel		9	-
Administrative		487	228
Inventory		9	27
Equipment		31	4
Professional and Special Services		42	17
Miscellaneous		6	-
		<u>584</u>	<u>276</u>
Listed by programme level			
Administration		184	39
Support Services to the President and Deputy President		351	9
Cabinet Office		17	2
Policy Co-ordination		32	226
		<u>584</u>	<u>276</u>
26. Employee benefits			
Leave entitlement		7 531	7 143
Thirteenth cheque		1 471	1 386
Performance bonus		-	21
		<u>9 002</u>	<u>8 550</u>
27. Leases			
Operating leases	Equipment	Total 2003/04	Total 2002/03
Not later than 1 year	757	757	535
Later than 1 year and not later than 3 years	798	798	246
Later than 3 years	71	71	-
	<u>1 626</u>	<u>1 626</u>	<u>781</u>
28. Irregular expenditure	Note	2003/04 R'000	2002/03 R'000
Movement Schedule of irregular expenditure			
Opening Balance		1 742	13
Irregular expenditure current year		22	1 729
Expenditure awaiting condonement		<u>1 764</u>	<u>1 742</u>
Analysis			
Current		22	1 729
Prior Years		<u>1 742</u>	<u>13</u>
		<u>1 764</u>	<u>1 742</u>

Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2004

29. Key management personnel

29.1 Remuneration

Key management per category	2004 R' 000	Number	2003	Number R' 000
President	923	1	924	1
Deputy President	821	1	760	1
Minister	747	1	691	1
Director General	2 276	3	1 921	3
Deputy Director General	3 302	6	2 416	5
Chief Financial Officer	412	1	348	1
Chief Director : Corporate Services	493	1	456	1
	<u>8 974</u>		<u>7 516</u>	
Number of members of key management		<u>14</u>		<u>13</u>

29.2 Other remuneration and compensation provided to key management and close members of the family of key management personnel

There were no dealings with any close members of key personnel who benefited from any business with the office.

29.3 Loans that are not widely available (and/or widely known) to persons outside the key management

None

10.4.9 Annexures to the Annual Financial Statements for the year ended 31 March 2004

ANNEXURE 1

STATEMENT OF TRANSFERS TO PUBLIC ENTITIES AND INSTITUTIONS BY NATIONAL DEPARTMENTS AS AT 31 MARCH 2004

Public Entity / Institution	TRANSFER ALLOCATION				EXPENDITURE				
	Appropriations Act	Adjustments Estimate	Roll-overs	Total Available	Actual Transfer (1)	Amount not Transferred	% of Available Transferred	Capital	Current
	R'000	R'000	R'000	R'000	R'000	R'000		R'000	R'000
National Youth Commission	13 488	-	-	13 488	13 488	-	100%	-	13 488
	13 488	-	-	13 488	13 488	-	100%	-	13 488

ANNEXURE 2

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2004

DOMESTIC

Guaranteed institution	Guarantee in respect of	Original Guaranteed capital amount	Opening Balance 01/04/2003	Guarantees issued during the year	Guarantees released during the year	Guaranteed interest outstanding as at 31/03/2004	Closing Balance 31/03/2004	Realised losses i.r.o. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
Absa	Housing	152	475	103	102	-	476	-
First National Bank	Housing	2 057	196	6	-	-	202	-
Nedbank	Housing	557	53	38	14	-	77	-
Old Mutual Bank	Housing	271	191	54	24	-	221	-
Peoples Bank	Housing	413	82	-	38	-	44	-
Standard Bank	Housing	1 105	149	28	35	-	142	-
		4 555	1 146	229	213	-	1 162	-

ANNEXURE 3

PHYSICAL ASSET MOVEMENT SCHEDULE (Not including inventories)

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2003/04

MACHINERY AND EQUIPMENT

Computer equipment

Furniture and office equipment

Other machinery and equipment

Transport assets

Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
8 062	3 480	-	-	-	11 542
5 611	1 724	-	-	-	7 335
1 251	1 396	-	-	-	2 647
188	-	-	-	-	188
1 012	360	-	-	-	1 372
8 062	3 480	-	-	-	11 542

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03

MACHINERY AND EQUIPMENT

Computer equipment

Furniture and office equipment

Other machinery and equipment

Transport assets

Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
-	8 062	-	-	-	8 062
-	5 611	-	-	-	5 611
-	1 251	-	-	-	1 251
-	188	-	-	-	188
-	1 012	-	-	-	1 012
-	8 062	-	-	-	8 062

ANNEXURE 4

INTANGIBLE ASSET MOVEMENT SCHEDULE (Not including inventories)

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2003/04

Computer software

Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
2 909	671	-	-	-	3 580

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03

Computer software

Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
-	2 909	-	-	-	2 909

ANNEXURE 5

INTER-DEPARTMENTAL RECEIVABLES - CURRENT

Department	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2004 R'000	31/03/2003 R'000	31/03/2004 R'000	31/03/2003 R'000
Foreign Affairs	-	-	1 680	1 589
Gauteng Department of Provincial and Local Government	-	-	5	-
Government Communication and Information System	-	-	-	4
Health	-	-	18	1
Home Affairs	-	-	7	-
Justice and Constitutional Development	-	-	4	4
National Treasury	-	-	2	101
National Intelligence Agency	-	-	31	-
Office of the Premier: Limpopo	-	-	-	1
Office of the Premier: North West	-	-	-	1
Parliament of the Republic of South Africa	-	-	1	1
Public Service Commission	-	-	-	1
Public Works	-	-	-	77
South African National Defence Force	-	-	-	1 588
South African Police Services	-	-	93	112
South African Revenue Service Services	-	-	85	-
Science and Technology	-	-	5	-
State Information Technology	-	-	3	-
Transport Department: Western Cape	-	-	-	3
Transport Department: Gauteng	-	-	-	2
TOTAL	-	-	1 934	3 485

ANNEXURE 6

INTER-DEPARTMENTAL PAYABLES - CURRENT

Department	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2004 R'000	31/03/2003 R'000	31/03/2004 R'000	31/03/2003 R'000
Department of Foreign Affairs	-	1 006	-	1 405
TOTAL	-	1 006	-	1 405

ACRONYMS AND ABBREVIATIONS

AGDI	- African Gender and Development Index	ISC	- International Scheduling Committee
AGOA	- African Growth and Opportunity Act	ISRDP	- Integrated Sustainable Rural Development Programme
AHI	- Afrikaanse Handelsinstituut (Afrikaans Trade Institute)	JCPS	- Justice, Crime Prevention and Security
Aids	- Acquired Immune Deficiency Syndrome	LFA	- Local Fund Agent
APRM	- African Peer Review Mechanism	Manco	- Management Committee
ASEAN	- Association of South East Asian Nations	MDC	- Movement for Democratic Change
AU	- African Union	MDDA	- Media Development and Diversity Agency
BEE	- Black Economic Empowerment	MEDEF	- French Employers Association
BNC	- Bi-National Commission	MISS	- Minimum Information Security Standards
BNCs	- Bi-National Commissions	MONUC	- United Nations Mission in the Democratic Republic of Congo
Caricom	- Heads of State of the Caribbean Community	MPCC	- Multi-Purpose Community Centre
CCM	- Country Co-ordination Mechanism	MRM	- Moral Regeneration Movement
CEDAW	- Convention on the Elimination of all Forms of Discrimination Against Women	MTEF	- Medium Term Expenditure Framework
CHOGM	- Commonwealth Heads of State and Government Meeting	MTSF	- Medium Term Strategic Framework
CMAG	- Commonwealth Ministerial Action Group	Nactu	- National Council of Trade Unions
CNDD-FDD	- <i>Conseil national pour la defense de la democratie-Forces pour la defense de la democratie</i> , meaning “National Council for the Defence of Democracy / Forces for the Defence of Democracy”, an armed political party in Burundi	NAM	- Non-Aligned Movement
CNN	- Cable News Network	NCACC	- National Conventional Arms Control Committee
DBSA	- Development Bank of Southern Africa	NCC	- National Communications Centre
DDRRR	- Disarmament, Demobilization, Reintegration, Repatriation and Resettlement	NCF	- National Consultative Forum
DG	- Director General	NCOP	- National Council of Provinces
DRC	- Democratic Republic of the Congo	Nedlac	- National Economic Development and Labour Council
EAP	- Employee Assistance Programme	Nepad	- New Partnership for Africa's Development
Ecosocc	- Economic, Social and Cultural Council	NGM	- National Gender Machinery
EIMS	- Executive Information Management System	NGOs	- Non-Governmental Organisations
Fosad	- Forum of South African Directors General	NIA	- National Intelligence Agency
FosadManco	- Forum of South African Directors General Management Committee	Nicoc	- National Intelligence Co-ordinating Committee
GCIS	- Government Communication and Information System	NPA	- National Programme of Action (on children)
GTZ	- <i>Deutsche Gesellschaft für Technische Zusammenarbeit</i>	NRLF	- National Religious Leaders Forum
HIV	- Human Immunodeficiency Virus	NSC	- National Security Council
HOA	- Home-Owners Allowance	NYC	- National Youth Commission
HSGIC	- Heads of State and Government Implementation Committee	ODP	- Office of the Deputy President
IBSA	- India-Brazil-South Africa	ORC	- Office on the Rights of the Child
IIC	- International Investment Council	OSDP	- Office on the Status of Disabled Persons
ICT	- Information and Communications Technology	OSW	- Office on the Status of Women
Idasa	- Institute for Democracy in South Africa	PAP	- Pan-African Parliament
IDC	- Industrial Development Corporation	PCAS	- Policy Co-ordination and Advisory Services
IDCCD	- Inter-Departmental Collaborative Committee on Disability	PFMA	- Public Finance Management Act
IDMS	- Integrated Document Management System	PIAC on ISD	- Presidential International Advisory Council on Information Society and Development
IMC	- International Marketing Council	PIARC	- Paris-based Independent Association of Road Congresses
INDS	- Integrated National Disability Strategy	PLWHA	- People living with HIV and Aids
IOR-ARC	- Indian Ocean Rim Association for Regional Co-operation	PPC	- Presidential Press Corps
IPSA	- World Congress of International Political Science Association	PR	- Principal Recipient
IRPS	- International Relations, Peace and Security	PSR	- Public Service Regulations
		RISDP	- Regional Indicative Strategic Development Plan
		SAAF	- South African Air Force
		SACU	- Southern African Customs Union
		SADC	- Southern Africa Development Community
		SAMDI	- South African Management Development Institute
		SAMHS	- South African Military Health Services
		Sanac	- South African National Aids Council
		SANDF	- South African National Defence Force
		SAPS	- South African Police Services
		SASS	- South African Secret Service

SATAWU	- South African Transport and Allied Workers Union
SIPO	- Strategic Indicative Plan for the Organ
Sita	- State Information Technology Agency
SMME	- Small, Medium and Micro-Enterprise
SMS	- Senior Management Service
STI	- sexually transmitted infection
TPVM	- Third Party Verification Mechanism
TRC	- Truth and Reconciliation Commission
TYR	- Ten Year Review
UN	- United Nations
UNCCD	- UN Convention to Combat Desertification
UNDP	- United Nations Development Programme
UNECA	- United Nations Economic Commission on Africa
Unicef	- United Nations Children's Fund
Unifem	- United Nations Development Fund for Women
URP	- Urban Renewal Programme
USA	- United States of America
WEF	- World Economic Forum

EXPLANATIONS OF TERMS USED

<i>Batho Pele</i>	- A Sotho expression meaning “putting people first”
<i>Bosberaad</i>	- An Afrikaans word meaning “summit” or “meeting”
E-learning	- Electronic Learning
ex-FAR	- Rwandan Armed Forces
G8	- A group of eight countries representing the most powerful economies in the developed world
<i>Imbizo</i>	- A Nguni word meaning “gathering”. In the context of this Report it refers to interaction with a certain community or group to discuss matters of concern.
<i>Indaba</i>	- A Zulu word meaning “news”; in the context of this Report it means “meeting”
<i>Interahamwe</i>	- “those who fight together” – a Rwandese rebel group
<i>Izimbizo</i>	- The plural of <i>Imbizo</i>
<i>Izindaba</i>	- The plural of <i>Indaba</i>
<i>Lekgotla</i>	- A Sotho word meaning “gathering”. In the context of this Report it refers to an extended strategic planning meeting of the Cabinet which includes Deputy Ministers and Heads of State departments.
<i>Letsema</i>	- A Tswana word meaning “people working together”
<i>Makgotla</i>	- The plural of <i>Lekgotla</i>
South-South relations	- Relations amongst developing countries in the South
<i>Vuk'uzenzele</i>	- A Xhosa word meaning “do for yourself”