

VOTE 1

Office of the Premier

Operational budget	R 741 132 132
Remuneration of the Premier	R 2 081 868
Total amount to be appropriated	R 743 214 000

Responsible Executive Authority	The Premier
Administering department	Office of the Premier
Accounting officer	Director-General: Office of the Premier

1. Overview

Vision

The vision of the Office of the Premier (OTP) is: *To be the centre of governance, providing leadership towards achieving KZN Vision 2030.*

Mission statement

The mission of the department is to support the Premier in carrying out his constitutional and statutory duties. The department fulfils this mission primarily by:

- Promoting an integrated service delivery model.
- Enhancing cooperative governance within the province.
- Effective stakeholder management and communication.
- Enhancing performance management and accountability through monitoring and evaluation.

Strategic objectives

The *strategic policy direction* of the OTP is directly linked to national government's 14 outcomes and also informs the department's strategic objectives, as listed below:

- Integrate, co-ordinate and facilitate transversal policies, programmes, strategies, plans and systems of the province.
- Lead in macro planning and policy management to achieve the electoral mandate.
- Monitoring and evaluation of provincial government's programmes.
- Provide strategic leadership and direction for provincial government.
- Oversee the development and implementation of legislation.
- Promote inter and intra-governmental relations and good governance.

Based on the mission and mandates, the department identified the following strategic objectives:

- To realise the existence of functional public policy and strategic planning management systems and processes for the provincial government.
- To achieve co-ordinated provincial policies, strategies and programmes.
- To ensure the existence of governance conditions conducive to respect for human rights, promotion of science and technology, and conservation and management of cultural heritage resources.
- To realise enhanced government communication and governance, human resources development, state law advisory services and service delivery in and by the provincial administration.

- To have in place co-ordinated and aligned policies and plans of the three spheres of government and foreign governments and agencies.
- To achieve effectively monitored and evaluated government policies and programmes.
- To enhance and promote the status of the Zulu Monarch and to establish the necessary institutional arrangements in support of the Zulu Monarchy and members of the Royal family.

Core functions

In order to ensure alignment with national and provincial priorities and address the weaknesses identified in service delivery, the roles of the OTP have been defined as follows:

- To support the Premier as the head of the provincial government and the Executive Council and its sub-structures, and ensure constitutional and legal compliance.
- To co-ordinate provincial policy and planning processes.
- To provide provincial leadership and inter-departmental co-ordination.
- To promote co-operative and good governance.
- To provide transversal support services for human resource management, information technology, communications, legal and macro policy advisory services.
- To promote a culture of human rights consciousness and gender sensitivity across the province.
- To facilitate the smooth functioning of the Royal Household Trust (hereafter referred to as the RHT).
- To enable His Majesty, the King to participate in various government initiatives as an ambassador to KZN.

Legislative mandate

The OTP has a pivotal position in the KZN provincial government. The department's key legislative mandates are derived mainly from the following legislation:

- The Constitution of the Republic of South Africa, 1996
- Public Service Act, 1994, as amended
- Public Finance Management Act, 1999, as amended and Treasury Regulations
- Preferential Procurement Policy Framework Act, 2000
- KwaZulu-Natal Provincial Supply Chain Management Policy Framework, 2006
- KwaZulu-Natal Youth Commission Act, 2005
- KwaZulu-Natal Heritage Act, 1997
- Public Service Regulations, 2001
- Labour Relations Act, 1995
- Employment Equity Act, 1998
- Basic Conditions of Employment Act, 1997
- Promotion of Access to Information Act, 2000
- Electronic Communications and Transactions Act, 2002
- State Information Technology Agency Act, 1999
- Promotion of Administrative Justice Act, 2000
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000
- Skills Development Act, 1998
- KZN Royal Household Trust Bill, 2015
- Traditional Leadership and Governance Framework Act, 2003
- KZN Traditional Leadership and Governance Act, 2005

2. Review of the 2014/15 financial year

Section 2 provides a review of 2014/15, outlining the main achievements and progress made by the department during the year, as well as giving a brief discussion on challenges and new developments.

It must be noted that Proclamation No. 83 of 2014, which was signed by the President of South Africa on 12 December 2014, combines Vote 10: The Royal Household with Vote 1: Office of the Premier. In line with the recommendations of the A-G, this combining is effective from 1 April 2015 and, therefore, the functions and budget of the Royal Household (including the transfer to the RHT) are added to Vote 1's functions and budget from 2015/16.

Provincial Information Communication Technology (PICT)

The Provincial Nerve Centre currently provides a complete and comprehensive view of service delivery performance and effectiveness of public sector services. Since its inception, the Nerve Centre has generated a number of critical dashboards for assessing the MTSF, 14 national outcomes' provincial performance, as well as the PGDP performance.

Provincial Planning Commission (PPC)

The functions of the PPC are similar to those of the National Planning Commission, and are to advise and make recommendations to the Premier and the Provincial Executive on a long-term strategic development perspective and vision of the province. The aim is to ensure coherence in policy development and planning across the provincial government, and strengthen performance monitoring and evaluation to enable assessment of the pace required to deliver on the desired outcomes.

A refined version of the PGDP and the fourth implementation report was presented to Cabinet and approved. Substantial progress was made with the strengthening of the institutional framework to drive the implementation of the PGDP with the establishment of 18 Action Work Groups (AWGs) reporting to the four Cabinet Clusters on a monthly basis. The 15 strategic integrated projects of the Presidential Infrastructure Co-ordinating Commission relevant to KZN were also incorporated into the focus areas of the AWGs to further improve alignment. Support was also rendered to the eThekweni Metro and all 10 district municipalities in the drafting of their District Growth and Development Plans, as well as to the Poverty and Makhathini Laboratories, which aim to fast-track the identification, planning and implementation of projects of all spheres of government in the Makhathini area, in line with the nation-wide Operation *Phakisa* programme of action.

International relations

The OTP was involved in strengthening international relations by promoting KZN as a preferred destination for trade, investment and tourism with the intention of portraying the province as the gateway to Africa and the world. Extensive liaison was carried out in collaboration with provincial departments, national departments, the diplomatic corps and global stakeholders to promote KZN in the international arena. Some key noteworthy activities in 2014/15 include:

- The province was the host of the African Economic Expansion Summit in Durban in November 2014, which promotes African development under the dual principle of African ownership and international partnership.
- A special engagement with the European Union diplomatic corps was hosted to reassure investor confidence and to market KZN as the preferred international destination for tourism and investment.
- During the Rainbow Push Conference hosted in Chicago and New York, the OTP participated and played an active role in terms of networking and marketing the province on a global platform which reaffirmed the significance of KZN's partnership with the American continent. This will assist the province in taking advantage of trade incentives offered by the African Growth Opportunities Act (AGOA).
- KZN was once again selected by the Department of International Relations and Co-operation (DIRCO) to conduct training for Heads of Mission Designees. As part of the orientation, DIRCO facilitates a visit every year to one of South Africa's provinces. The primary objective of provincial

visits is to provide Heads of Mission Designees with an overview of investment and economic development programmes undertaken by provincial governments to attract foreign direct investment.

- The process of drafting an international relations strategy for the province commenced. Once complete, the international relations strategy will be tabled at Cabinet and will thereafter serve as a blue print for the conduct of the province's international relations activities.

Protection of human rights

A campaign was undertaken to protect and generate respect for human rights by facilitating Gender, Disability, Children and Senior Citizens (GDCSC) rights awareness education campaigns, co-ordinating human rights issues and ensuring compliance with constitutional mandates. The OTP worked closely with district and local municipalities, municipal wards and civil society structures, etc., that deal with human rights and gender equality, including programmes on food security, greening of the environment, active ageing, behavioural change and inter-generational dialogues. Most war-rooms had capacitated focal persons to attend to issues of human rights violations, and food security projects assisted a number of families. These programmes aimed at achieving one of government's main goals, namely social cohesion.

Public service transformation

During the year, 1 687 HR practitioners and other employees from various provincial departments were trained on Human Resource Management practices and policies, PERSAL functionality and generic management and leadership development. The OTP convened various strategic Human Resource Management forums, such as the integrated Provincial Human Resource Management Forum, Provincial PERSAL Controllers Forum, Labour Relations Forum, Employee Health and Wellness Forum, Management Advisory Services Forum, etc.

The OTP hosted the first KZN Provincial Senior Management Seminar, which over 350 delegates attended, including Members of the Executive Council, Heads of Departments, Senior General Managers, General Managers and selected Senior Managers. The delegates were addressed by the Premier, the Minister of Public Service and Administration and other notable speakers, with a view to contributing toward the professionalisation of senior management in the public service and improving managers' ability to manage, thereby improving service delivery to the citizens at grass roots level.

Identity and heritage of the province

The OTP continued its efforts to co-ordinate the transformation and management of the heritage resources in the province. A few notable achievements in this regard are as follows:

- Ten heritage events were organised to profile previously marginalised heritage resources such as the unveiling of the tombstone on the grave of King Shaka's Prime Minister, Ngomane Mdletshe.
- With regard to the Heroes' Acre and Isandlwana Museum projects, the architectural designs are in place and the department is lobbying for funding from the national Lottery and the National Department of Arts and Culture for both of these projects.
- It must be noted that the department, specifically the Heritage unit, are in constant communication with the department's public entity Amafa aKwaZulu-Natali (hereafter referred to as Amafa), in resolving issues around finances and operations relating to the heritage function.

Operation Sukuma Sakhe (OSS)

OSS was endorsed as the best practice model for service delivery by the Deputy President in January 2014 in a ceremony with the Minister of Health, the Premier, and the Executive Director of UN AIDS. A best practice publication on OSS was unveiled. OSS also won the Health Innovators Review Award in 2014. In 2014/15, the OTP hosted Gauteng, Eastern Cape, Mpumalanga, Free State, Limpopo, DPSA, and the Presidency on a benchmarking study tour on OSS. In November 2014, OSS was a finalist in the DPSA *Batho Pele* Best Implemented Programme Awards.

His Majesty, the King's activities

As mentioned, a proclamation was signed in December 2014 combining the OTP and the Department of the Royal Household (DRH). As such, DRH was removed from the list of provincial departments and the allocation, powers, functions, assets, liabilities, rights, duties, obligations and employees of the abolished

DRH were transferred to the OTP. The combining of the two votes is being effected from 1 April 2015, in line with A-G recommendations. During 2014/15, His Majesty, the King undertook the following activities, among others:

- Participated in government events and ceremonies, such as the opening of the KZN Provincial Legislature, opening of Traditional House, as well as the inauguration ceremonies of the President of the Republic of South Africa and the Premier.
- Hosted various traditional events, such as the Reed Dance, First Fruits ceremony (*Umkhosi Woselwa*), *Amaganu* ceremonies, *Umkhosi woMama*, etc.
- Installed five *Amakhosi* statutorily and in terms of custom.

The Royal Household Trust (RHT)

The public entity, RHT received a transfer from the former DRH, and this will also be transferred to the OTP with effect from 1 April 2015. The support provided in 2014/15 was to enable the RHT to render administrative support pertaining to the activities of His Majesty, the activities of the Queens and other members of the Royal Household and the administration and payment of the Queens' remuneration (salaries, allowances and benefits). The RHT is also responsible for the administration and management of Royal palaces and Royal farms, as well as the administration and management of the payment of remuneration, allowances and subsistence and travel expenses and claims of Trustees and staff.

The transfer of staff from the former DRH to the entity was not finalised in 2014/15 as negotiations with organised labour were still continuing. It is anticipated that the staff transfer will be finalised before the end of 2015/16. Once the staff transfer has been finalised, there will be a small staff complement responsible for rendering administrative support services relating to His Majesty, the King and the RHT.

Amafa aKwaZulu-Natali (Amafa)

During 2014/15, the public entity Amafa continued with its mandate of the assessment and issuing of permit applications for alterations, repairs and demolition of qualifying built environment structures and archaeological-related work. Maintenance work at sites of historic significance were undertaken so as to preserve and/or conserve the heritage fabric of the province, while expanding the current resource levels. Development was undertaken at various sites such as (but not limited to) KwaDukuza, where there were extensive renovations undertaken, as well as the construction of a roadway at the uMgungundlovu Multi-Media Centre. In addition, markers and/or memorials were erected at various sites of heritage significance around the province. In an effort to accumulate and preserve knowledge regarding the history of KZN, various survey projects are earmarked for 2015/16.

3. Outlook for the 2015/16 financial year

Section 3 looks at the key focus areas of 2015/16, outlining what the department is hoping to achieve during the year, as well as briefly looking at challenges and proposed new developments.

The bulk of the department's budget allocation is for cross-cutting and transversal activities, such as OSS, Luwamba Wellness Centre, Integrity Management, youth, Provincial Public Service Training Academy (hereafter referred to as the Training Academy), Nerve Centre, support to His Majesty, the King, as well as transfers to the two public entities, Amafa and the RHT. The department's 2015/16 MTEF budget includes funds for capacitating the Integrity Management unit. In 2015/16 and over the medium-term, the OTP will focus on the following priorities:

Monitoring and Evaluation

The OTP will reinforce the development and maintenance of an automated Monitoring and Evaluation System, to improve levels of accountability, efficiency and quality of reporting on the implementation of the PGDP. The implementation of the Management Performance Assessment Tool (MPAT) and monitoring of improvement plans across all provincial departments will be strengthened. Front line service delivery monitoring and citizen based monitoring will be intensified. The focus will be on expediting corrective action and the implementation of *Batho Pele* initiatives.

It must be noted that the OTP will take over the Monitoring and Evaluation function on 1 April 2015 from Provincial Treasury in line with this function moving from National Treasury to the Department of Performance, Monitoring and Evaluation (DPME) at a national level and Provincial Treasuries to OTPs in provinces. Therefore, as from 2015/16, the Quarterly Performance Reports (QPR) of all departments will be consolidated, analysed and validated by the OTP before submission to DPME. A comprehensive Monitoring and Evaluation capacitation programme will be developed for departments. It must be noted that funds were not allocated for this co-ordination function, but the OTP managed to reprioritise within its own budget to fund the function.

Provincial Planning Commission (PPC)

Key focus areas of the PPC will still be the implementation of the PGDP and supporting the AWGs to report effectively on progress with implementation. The PPC will continue to support the relevant line function departments in pursuing key interventions, such as the formalisation of rural settlements, the establishment of community service centres, the implementation of the provincial Human Resource Development strategy, renewable energy opportunities, etc.

Provincial Information Communication Technology (PICT)

The Provincial Performance Management system is fully functional and will be decentralised during 2015/16 to allow departments direct export of data at a district level. District information hubs will be established to allow for service delivery information to be managed, analysed and acted upon timeously. Continuous training on data management will be done to ensure good quality data is being produced. HIV and AIDS local data will be used to create district dashboards to identify variances, as well as to identify pockets of excellence in service delivery. The OTP will reinforce the development and maintenance of an automated monitoring and evaluation system, to improve levels of accountability, efficiency and quality of reporting on the implementation of all government programmes. This will be guided by the PGDS. Furthermore, the OTP will strengthen the implementation of MPAT, on the development and monitoring of improvement action plans across all departments.

International relations

For 2015/16, bilateral relations with KZN's partners, both in the developing and developed world, will continue to be utilised by the province to identify opportunities for political co-operation, climate change initiatives, as well as promoting KZN's socio-economic development. KZN will focus on strengthening economic diplomacy for the promotion of its trade, investment and tourism potential. The main focus of KZN's bilateral diplomacy will be to maintain and enhance sound bilateral political relations, promote trade and investment, intensify co-operation and capacity building in various fields, implement infrastructure development and promote peace and development. The years ahead will therefore see the international strategy oriented towards not only ensuring KZN's domestic success but also internationally, as a geopolitical and economic player at the global level.

Identity and heritage of the province

The department will, among others, seek to strengthen the District Heritage Forum structures in the province and continue with its phased approach in terms of their establishment. A pilot project, consisting of several District Heritage Forums, is already in place. The department will also continue with the identification, profiling and preservation of critical tangible and living heritage resources.

Protection of human rights

The OTP will continue to drive a campaign to protect and generate respect for human rights, by facilitating an education campaign, co-ordinating human rights issues and ensuring compliance with constitutional mandates, and the process of forming partnerships with municipalities in this regard will continue. Gender forums, as well as forums relating to rights of persons with disabilities, will be established at district and local municipalities and wards to *isigodi* (village) level. Women empowerment projects will be co-ordinated and critical stakeholders will be capacitated on gender mainstreaming. The active ageing campaign will be promoted throughout KZN and inter-generational programmes will be held. Human rights capacity building among local leadership and communities will be enhanced. The Human Rights Education campaign will be driven among community structures.

Public service transformation

A new approach in dealing with human resources related issues is envisaged, emanating from an approved organogram for the OTP. A task team has been dealing with the development of a revised structure. This will require new orientation of employees whose jobs have been modified and for those who find themselves in new work environments. Ongoing training will be facilitated for re-skilling purposes in partnership with the Training Academy. A need has been identified for the re-orientation of managers to assume their roles in managing people, and links with PILIR and Employee Health and Wellness will be established to look holistically at issues of the health and welfare of employees.

Operation Sukuma Sakhe (OSS)

The priorities and focus will include capacity building for war-room stakeholders by strengthening field worker teams and committees and improving war-room functionality to be fully functional. With regard to the selection of war-rooms to be resourced, focus will be on war-rooms that are in the most deprived wards as per the 2011 Census, to allow the department to address extreme poverty and the burden of disease at household and community level.

Support Services – His Majesty the King

From 1 April 2015, Vote 10 is incorporated into Vote 1, which includes His Majesty, the King and the RHT. The department is responsible for providing administration and auxiliary services to His Majesty, the King. The department is also responsible for His Majesty, the King's personal expenses, such as his salary, medical expenses, cell-phone bills, etc.

The Royal Household Trust (RHT)

The OTP, which will now assume responsibility as the parent department of the RHT, will give support to the RHT and funds will be transferred accordingly. These funds include the remuneration of the CEO, the staff and the five Board members, and the Queens' expenses. The upkeep of the Royal palaces is the responsibility of the RHT. In addition, the RHT provides for other costs such as tuition fees, transportation and medical expenses for the Royal Family, as well as the Royal farming activities.

Amafa aKwaZulu-Natali (Amafa)

The entity's focus areas include, among others, further improvements and maintenance to various heritage sites, implementation of water storage projects at Rorke's Drift and Spioenkop, repairs to rock art sites and construction of community memorials and markers. Amafa will continue its outreach programme to schools and communities, while also implementing new projects to commemorate significant historic struggles and the 1860 (Indian indentured labourers) settlers.

The most notable challenge will be the operational difficulties faced by the entity in carrying out of day-to-day tasks. However, over the 2015/16 MTEF, some funds were reprioritised from within the department to Amafa for the purchase of vehicles and salary related costs, which should assist in improving Amafa's operations. Furthermore, due to the specialised and intricate nature of work undertaken by Amafa, as well as the high costs associated with the engagement of requisite specialists, the sourcing of specialist service providers has become more difficult. Also, local municipalities fail to bear responsibility for sites under their control (Grade III sites), resulting in Amafa having to maintain such sites, without receiving the commensurate budget for such work.

4. Receipts and financing

4.1 Summary of receipts and financing

Table 1.1 gives the sources of funding of Vote 1 over the seven-year period 2011/12 to 2017/18. The table also compares actual and budgeted receipts against actual and budgeted payments. The department receives a provincial allocation in the form of an equitable share. As previously mentioned, following the signing of the proclamation to combine Vote 10: The Royal Household with Vote 1: Office of the Premier, the budget of the Royal Household is now added to Vote 1's budget. The prior years have been adjusted for comparative purposes.

Table 1.1 : Summary of receipts and financing

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Equitable share	505 868	627 773	673 615	704 442	675 028	675 028	709 214	746 934	784 281
Conditional grants	-	-	-	-	-	-	-	-	-
Total receipts	505 868	627 773	673 615	704 442	675 028	675 028	709 214	746 934	784 281
Total payments	524 129	697 795	721 074	751 370	745 112	745 112	743 214	746 934	784 281
Surplus/(Deficit) before financing	(18 261)	(70 022)	(47 459)	(46 928)	(70 084)	(70 084)	(34 000)	-	-
Financing									
of which									
Provincial roll-overs	8 000	5 650	8 774	-	12 994	12 994	-	-	-
Provincial cash resources	17 000	80 084	93 027	46 928	57 090	57 090	34 000	-	-
Surplus/(Deficit) before financing	6 739	15 712	54 342	-	-	-	-	-	-

In 2011/12, the department's allocation increased by R25 million due to the following adjustments:

- A roll-over of R8 million in respect of the 150-year commemoration of the arrival of the Indian indentured labourers.
- The department received provincial cash resources for the following:
 - R12 million for the provincial partnership agreement with the *Lungisisa Indlela Village (LIV) Orphanage*, a non-profit institution that was established to assist with building a holistic village to house and empower orphaned and vulnerable children.
 - R5 million, specifically allocated as once-off seed funding to establish (i.e. for the set-up and operational costs) the RHT, in line with a Cabinet resolution.

The 2011/12 budget was under-spent by R6.739 million, largely due to delays in the finalisation of the site for monuments relating to the commemoration of the arrival of Indian indentured labourers (R5.505 million), as well as due to under-spending on ring-fenced infrastructure funds by the Royal Household sub-programme.

The department's budget allocation was increased by R80.084 million in 2012/13 (reflected against provincial cash resources), for various purposes including essential rehabilitation and refurbishments at the Premier's Parkside residence, stipends in respect of the Youth Ambassadors programme, capital requirements of the Integrity Management unit, the Zimele Developing Community Self-Reliance project (hereafter referred to as Zimele), hosting of the AFCON, LIV Orphanage, higher than budgeted 2012 wage agreement, etc. Also in 2012/13, there was a roll-over of R5.650 million, mainly being the under-spending on funds which were specifically and exclusively appropriated for the rehabilitation, renovation and refurbishment of Royal Household palaces and in respect of office furniture and equipment that was ordered during 2011/12, but could not be delivered before financial year-end. The latter additional funds were largely once-off.

In 2012/13, the department under-spent its budget by R15.712 million, mainly due to the following:

- R3.310 million in respect of Zimele.
- R2.500 million in respect of establishment costs of the Rural Development Co-ordination unit.
- R5.701 million in respect of the refurbishment of the Premier's Parkside residence.
- R3.994 million largely relating to under-spending against ring-fenced infrastructure funds in respect of the Royal Household palaces, as explained above.

In 2013/14, OTP received additional funds which are included in both the equitable share and provincial cash resources in Table 1.1, as follows:

- R7.555 million in respect of Zimele.
- R5 million for the African Renaissance project.
- R31.603 million as a result of the decision by Cabinet to centralise parts of the communications budget under the OTP, with carry-through over the MTEF.

- R6.015 million for the centralisation of some external bursaries (i.e. departments like Health and Education are excluded from this process). This is attributed to a Cabinet decision to centralise external bursaries under the OTP, with carry-through over the MTEF.
- R14.234 million for the RTI Commission, being the fee for sittings to finalise the commissioners' report in respect of the people that died while doing physical tests for road traffic officer posts conducted by Department of Transport.
- R5 million for the OSS Diakonia Council of Churches.
- R3 million for spending on OSS initiatives, as identified by the Premier.
- R3.520 million for the launch and roll-out of the Inkululeko Development programme as part of the OSS initiatives.
- R10 million for the African Economic Expansion Summit that was hosted in KZN in March 2014.
- R31.112 million for the running and staffing costs of the Integrity Management unit. Of this, R5.700 million was suspended from the department and allocated back in 2014/15.
- R1.900 million for commemorating the St Helena prisoners of war to celebrate the link between the people of KZN and St Helena, as part of our heritage.
- R1.500 million for the procurement of once-off capital requirements associated with Amafa's turnaround strategy.
- R15.906 million in relation to Madiba's provincial memorial service.
- In line with Cabinet resolutions, the department was allocated funds from the Strategic Cabinet Initiatives Fund held under Vote 6: Provincial Treasury for the following:
 - R5 million for the National Choral Music Awards ceremony.
 - R5 million for the Crown Gospel Awards.
 - R500 000 for the BUNDUMIX Festival.
 - R500 000 for the fourth Annual uThungulu Last Dance Music Festival.

In 2013/14, there were roll-overs totalling R8.774 million, of which R4.865 million was in respect of the commemoration of 150-years of the arrival of Indian indentured labourers in KZN, as well as R3.909 million, of which R3.466 million was under-spending of Royal Household funds which were specifically and exclusively appropriated for the rehabilitation, renovation and refurbishment of palaces and R443 000 to cater for commitments for services such as consultants, accommodation, etc.

The 2013/14 under-spending of R54.342 million was due to savings in areas such as Integrity Management, the Youth Ambassadors' programme, Heritage, African Economic Expansion Summit, RTI Commission, etc.

In 2014/15, the department received an additional allocation of R62.090 million. This increase was offset by a reduction in allocation of R5 million, resulting in a net increase of R57.090 million, which was the amount appropriated in the 2014/15 Adjusted Appropriation. This is explained as follows:

- R46.928 million was received for the following:
 - R33.169 million for the capacitation of the Integrity Management unit. In addition, R5.700 million was suspended from 2013/14 also for the Integrity Management unit, as mentioned.
 - An additional R5 million for the OSS Diakonia Council of Churches.
 - Amafa was allocated an additional R3.059 million to apply for World Heritage status for the Emakhosini Valley.
- R3.136 million was allocated for transfer to Amafa. This amount relates to surplus funds from 2012/13, which Amafa surrendered to the Provincial Revenue Fund, with the understanding that these funds would be allocated back to them in 2014/15 to roll-out new projects.

- R4.226 million was allocated to the department, being the province's contribution to the construction of the Denis Hurley Centre, in Durban. The facility will include a primary health care clinic and TB screening, job readiness and skills training. The centre will assist the homeless, unemployed, refugees and will provide rehabilitation for substance abusers.
- R7.800 million in respect of the 20 years of democracy celebrations held on 27 April 2014.
- Offsetting this was a reduction of R5 million, which was specifically and exclusively appropriated funding for security strengthening during the 2014 general elections. These funds were not required by the OTP and were removed from its baseline and returned to the Provincial Revenue Fund.

The department also received roll-overs amounting to R12.994 million as follows:

- R2.994 million was rolled over from 2013/14 in respect of the RTI Commission due to an extension of the sittings into 2014/15 that impacted on the finalisation of the commissioners' report and the payment of commission fees was due only upon finalisation.
- R10 million was rolled over from 2013/14 for the African Economic Expansion Summit. Funds were received during the 2013/14 Adjustments Estimate and could not be spent due to the limited time to plan and host an event of that magnitude during 2013/14.

The department's budget is increased by R34 million in 2015/16 due to the following:

- R15 million for the construction of the pipeline at the Luwamba Wellness Centre could not be utilised in 2014/15 due to challenges experienced with various stakeholders, farmers and wards in terms of the appointment of the local community to assist with the project. The project is back on track and the revised completion date is June 2015. As such, these funds were suspended from 2014/15 and re-allocated to the department in 2015/16. It must be noted that these funds are specifically and exclusively appropriated.
- R14 million was specifically and exclusively appropriated for the equipping of war-rooms but was not utilised in 2014/15 due to a review of the war-rooms' software requirements by the Information Technology unit. The funds were therefore suspended from 2014/15 and are re-allocated back to the department in 2015/16.
- R5 million for the OSS Diakonia Council of Churches. These funds were allocated over a 3-year period using cash resources that became available in the 2013/14 Adjustments Estimate.

4.2 Departmental receipts

Table 1.2 below reflects details of departmental receipts per main category over the seven-year period: 2011/12 to 2017/18. Details of the department's revenue are reflected in *Annexure – Vote 1: Office of the Premier* and are discussed briefly below.

Table 1.2 : Summary of departmental receipts collection

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
Tax receipts	-	-	-	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-	-	-	-
Sale of goods and services other than capital assets	172	170	191	257	257	256	230	245	258
Transfers received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	-	5	4	1	1	2	1	1	1
Sale of capital assets	688	180	554	300	300	300	270	287	311
Transactions in financial assets and liabilities	99	567	157	30	30	333	35	40	42
Total	959	922	906	588	588	891	536	573	612

Sale of goods and services other than capital assets mainly comprises commission on PERSAL deductions such as insurance premiums and garnishee orders. Also included in this category are tender document fees which the department started charging in 2014/15 onward. The lower revenue projections over the MTEF, exclude revenue from parking fees as their implementation was placed in abeyance pending further consideration by the Director-General.

Interest, dividends and rent on land relates to interest on staff debts. It is difficult to project revenue from this category accurately due to its uncertain nature.

Sale of capital assets consists of revenue from the sale of redundant assets, such as motor vehicles and equipment. The revenue collected in 2011/12 and 2012/13 was in relation to the sale of redundant assets. The department is very conservative in terms of budgeting over the MTEF. It is difficult to forecast the sale of these assets with certainty due to the factors influencing revenue to be collected, such as age of the department's assets, as well as price attained at the auction.

Transactions in financial assets and liabilities is in respect of recoveries of staff debts and expenditure from previous financial years. The 2012/13 revenue represents funds returned from training workshops conducted during that financial year. In terms of inter-departmental agreements, the amount agreed upon per delegate for training was higher than the actual expenditure incurred. The 2014/15 Revised Estimate reflects an amount of R333 000, which is mainly from prior years' expenditure recoveries. The revenue grows slightly over the MTEF.

4.3 Donor funding

Tables 1.3 and 1.4 below reflect the details of donor funding for the period 2011/12 to 2017/18.

Table 1.3 : Details of donor funding

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Donor funding	9 066	24 079	24 079	26 829	26 829	34 553	12 894	6 450	-
National Skills Fund	8 991	16 079	16 079	16 079	16 079	23 803	6 444	-	-
MERSETA - Apprenticeships	-	8 000	8 000	10 750	10 750	10 750	6 450	6 450	-
PSETA	75	-	-	-	-	-	-	-	-
Total	9 066	24 079	24 079	26 829	26 829	34 553	12 894	6 450	-

Table 1.4 : Details of payments and estimates of donor funding

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Donor funding	9 066	24 079	24 079	26 829	26 829	34 553	12 894	6 450	-
National Skills Fund	8 991	16 079	16 079	16 079	16 079	23 803	6 444	-	-
MERSETA - Apprenticeships	-	8 000	8 000	10 750	10 750	10 750	6 450	6 450	-
PSETA	75	-	-	-	-	-	-	-	-
Total	9 066	24 079	24 079	26 829	26 829	34 553	12 894	6 450	-

The OTP, through the Training Academy, submitted a provincial funding proposal to the National Skills Fund (NSF) in 2010/11. An amount of R97.149 million was allocated from 2010/11 (not visible in the table) to 2015/16 to fund the following learning programmes:

- Learnerships in the construction sector.
- Automotive apprenticeships.
- Manufacturing and engineering apprenticeships and learnerships.
- National Youth Service (NYS) skills programmes implemented by the DOPW.

The project has commenced and, of the 720 learners targeted, 675 have been recruited to date. Learners are at various stages of institutional and workplace training.

The department will be receiving R38.734 million from 2012/13 to 2016/17 from the Manufacturing, Engineering and Related Services Sector Education and Traditional Authority (MERSETA) for an Artisan Development Project that targets the training of 200 artisans in occupations in the manufacturing and engineering sector, and R8 million for the KZN Short Skills Training project in 2012/13 and 2013/14.

In addition, the department received donor funding of R75 000 in 2011/12 from PSETA for the development of a policy on accreditation.

5. Payment summary

This section provides information pertaining to the vote as a whole at an aggregated level, including payments and budgeted estimates by programme and economic classification.

Further details are given in Section 6 below, as well as in the *Annexure – Vote 1: Office of the Premier*.

5.1 Key assumptions

The following general assumptions were made by the department in formulating the 2015/16 budget:

- National Treasury imposed fiscal consolidation cuts on the equitable share and conditional grant allocations of provinces for 2015/16 and 2016/17. In KZN, the bulk of the equitable share cut is absorbed by reducing the Contingency Reserve, stopping of the Strategic Cabinet Initiatives Fund, etc. As part of the fiscal consolidation, National Treasury has not provided any funding for the carry-through costs of the 2014 wage agreement, and the department therefore had to fund these by internal reprioritisation and lowering growth of non-essential item budgets.
- All inflation related increases are based on CPI projections.
- The expanded cost-cutting measures, as reissued by Provincial Treasury in 2014/15, will continue to be adhered to over the 2015/16 MTEF, in conjunction with National Treasury Instruction 01 of 2013/14: Cost-containment measures. The provincial cost-cutting measures have been updated to include those that were adopted by the Committee of Heads of Departments (COHODs) in December 2014.
- Provision was made for an inflationary wage adjustment of 5.6, 5.5 and 5 per cent for each of the three years of the 2015/16 MTEF, respectively. The department also provided for the 1.5 per cent pay progression.
- Provision was made through internal reprioritisation for the phased-in filling of vacant posts in terms of the revised organisational structure, taking into account the moratorium on the filling of non-critical vacant posts.

5.2 Additional allocations for the 2013/14 to 2015/16 MTEF

Table 1.5 shows additional funding received by the department over the three MTEF periods: 2013/14, 2014/15 and 2015/16.

Note that the table reflects only the provincial additional allocations, and excludes additional allocations in respect of conditional grants.

The purpose of such a table is two-fold. Firstly, it shows the quantum of additional funding allocated to the department in the past and current MTEF periods. Secondly, it indicates the policies and purposes for which the additional funding was allocated.

The carry-through allocations for the 2013/14 and 2014/15 MTEF periods (i.e. for the financial year 2017/18) are based on the incremental percentage used in the 2015/16 MTEF.

Table 1.5 : Summary of additional provincial allocations for the 2013/14 to 2015/16 MTEF

R thousand	2013/14	2014/15	2015/16	2016/17	2017/18
2013/14 MTEF period	8 227	(18 832)	(23 360)	(24 435)	(25 657)
Census data update and 1%, 2% and 3% baseline cuts	(9 193)	(18 832)	(23 360)	(24 435)	(25 657)
Zimele Developing Community Self-Reliance	7 555	-	-	-	-
Roll-over: 150-year commemoration of Indian indentured labourers	4 865	-	-	-	-
African Renaissance project	5 000	-	-	-	-
2014/15 MTEF period		101 194	57 751	55 522	58 629
Carry-through of previous wage agreements		1 626	3 141	3 630	4 142
Re-grading of clerical staff (Royal Household)		200	200	200	210
Suspension of parts of Integrity Management funds from 13/14		5 700	-	-	-
Re-allocation of funding for Luwamba Wellness Centre in Ntambanana		-	(31 380)	(32 823)	(34 464)
Integrity Management unit		33 169	31 380	32 823	34 464
OSS Diakonia Council of Churches		5 000	5 000	-	-
Amafa - World Heritage status for Emakhosini Valley		3 059	-	-	-
Elections - Security strengthening		5 000	-	-	-
Centralisation of communications budget under OTP		35 593	37 144	38 862	40 805
Centralisation of external bursaries budget under OTP		11 847	12 266	12 830	13 472
2015/16 MTEF period			65 071	38 094	39 999
Suspension of Luwamba Wellness Centre funds from 14/15			15 000	-	-
Suspension of OSS equipping of war-rooms funds from 14/15			14 000	-	-
Correction of DARD communications budget			(6 729)	(7 065)	(7 418)
Correction of DARD bursaries budget			(1 889)	(1 957)	(2 055)
Vote 10: Royal Household budget moved to Vote 1			56 536	59 549	62 526
Decentralisation of bursaries budget			(11 847)	(12 433)	(13 054)
Total	8 227	82 362	99 462	69 181	72 971

The department received once-off additional funding of R7.555 million in the 2013/14 MTEF for Zimele, which is the carry-through allocation from the 2012/13 Adjustments Estimate, as well as a roll-over of R4.865 million for the 150-year commemoration of Indian indentured labourers, and R5 million for the African Renaissance project which is also a carry-through from the 2012/13 Adjustments Estimate.

Also in the 2013/14 MTEF, National Treasury took a decision to impose 1, 2 and 3 per cent baseline cuts on all spheres of government (i.e. National, Provincial and Local) in order to curb the national deficit as public spending is growing faster than revenue collection. In addition, KZN received reduced equitable share allocations as a result of the reduced proportion in terms of population numbers as reported in the 2011 Census data results. The effect of this on the OTP (including the DRH) was a substantial reduction in the budget over the entire period.

The department received additional funding in the 2014/15 MTEF for the following:

- The carry-through costs of previous wage agreements, as well as re-grading of clerical staff (specifically for DRH), with carry-through over the MTEF.
- Once-off additional funding for the Integrity Management unit. This includes R33.169 million, as well as R5.700 million, with the latter being a suspension of parts of the Integrity Management funds from 2013/14. From 2015/16, OTP has agreed to redirect the funds allocated for the development of the Luwamba Wellness Centre toward the running of the Integrity Management unit. The funds will no longer be needed for the Luwamba Wellness Centre beyond 2014/15 but remain in OTP's baseline.
- R5 million was allocated for security strengthening during the 2014 general elections.
- R5 million for 2014/15 and 2015/16 for the OSS Diakonia Council of Churches.
- Once-off additional funding of R3.059 million for Amafa with regard to the application for World Heritage status for the Emakhosini Valley.
- Carry-through funding for the centralisation of parts of the communications budget under OTP.
- Carry-through funding for the centralisation of the external bursaries budget under OTP.

The department received additional funding in the 2015/16 MTEF for the following:

- Following the signing of the proclamation to combine Vote 10: The Royal Household with Vote 1: Office of the Premier, the budget of the Royal Household is added to Vote 1's budget with effect from 1 April 2015. Note that a portion of the Royal Household budget is not available for spending,

though, as the Royal Household still bears a first charge, which must be honoured in 2015/16 and 2016/17.

- Following a Cabinet decision in this regard, the bursaries budget, which was previously centralised under the OTP, is now being decentralised back to all the departments from which the budget was previously moved.
- R15 million, which was suspended from 2014/15, is being re-allocated back to the department for the construction of the pipeline at the Luwamba Wellness Centre as this could not be utilised due to the challenges experienced with the various stakeholders, farmers and wards in terms of the appointment of the local community to assist with the project. The project is back on track and the revised completion date is June 2015.
- R14 million, which was suspended from 2014/15, is being re-allocated back to the department, and is specifically and exclusively appropriated for the equipping of war-rooms in the wards.
- The OTP's budget was reduced by R8.618 million with carry-through for re-allocation back to DARD as DARD inadvertently submitted inflated figures in respect of both the centralisation of communications budget (R6.729 million) and external bursaries budgets (R1.889 million), as they had incorrectly shown that their full communications budget should be centralised under the OTP, as well as surrendered more than required in respect of external bursaries.

5.3 Summary by programme and economic classification

Tables 1.6 and 1.7 below summarise payments and estimates by programme and economic classification.

The structure of the department consists of three programmes, and does not conform fully to the generic programme structure of the sector at this stage, and this is in the process of being reviewed by the department. The Heritage sub-programme is included under Vote 1: Office of the Premier in this province, although Heritage forms part of the uniform programme and budget structure for the Sport, Arts and Culture sector. Also, following the signing of the proclamation to combine Vote 10 with Vote 1, the budget of the Royal Household is added to Vote 1's budget as a sub-programme under Programme 3, effective from 1 April 2015. Historic figures have been adjusted accordingly in respect of this amalgamation.

In addition to the above, the department has effected several minor changes to its programme structure in an effort to enhance operational efficiency. These include the movement of the Intergovernmental Relations and Special Programmes sub-programmes from Programme 3 to Programme 2, as well as several other responsibilities such as Auxiliary Services and Security Services from Programme 1 to Programme 2. The department was unable to adjust prior year comparatives for these adjustments across sub-programmes due to financial records not being kept at this level.

It must be noted that, following the signing of the proclamation to amalgamate Vote 1 and Vote 10, as previously mentioned, the baseline available for Programme 3 has been reduced by the first charge (shown below the total line) that was imposed on Vote 10 and must therefore be honoured in line with a SCOPA resolution. The first charge has to be paid over two financial years to increase its affordability by the department.

Table 1.6 : Summary of payments and estimates by programme: Office of the Premier

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
1. Administration	110 761	156 363	184 940	205 990	197 713	197 713	120 137	104 801	110 041
2. Institutional Development	169 679	202 297	225 853	245 780	249 011	249 011	297 448	314 217	329 928
3. Policy and Governance	243 689	339 135	310 281	299 600	298 388	298 388	325 629	327 916	344 312
Total	524 129	697 795	721 074	751 370	745 112	745 112	743 214	746 934	784 281
Unauth. Exp. (1st charge) not available for spending	(3 767)	(1 800)	(2 500)	(2 500)	(2 500)	(2 500)	(2 500)	(2 194)	-
Baseline available for spending after 1st charge	520 362	695 995	718 574	748 870	742 612	742 612	740 714	744 740	784 281

Table 1.7 : Summary of payments and estimates by economic classification: Office of the Premier

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Current payments	449 835	570 960	605 567	645 133	616 887	616 887	642 487	645 400	679 973
Compensation of employees	172 688	232 908	213 622	254 155	217 008	217 008	262 949	272 980	286 629
Goods and services	277 147	338 052	391 945	390 978	399 879	399 879	379 538	372 420	393 345
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	55 549	80 880	71 623	76 544	84 269	84 269	67 411	69 034	72 487
Provinces and municipalities	21	15 063	19	23	49	49	60	65	69
Departmental agencies and accounts	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and int. organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	12 000	8 030	-	-	4 226	4 226	-	-	-
Households	8 171	20 827	27 209	22 115	29 502	29 502	8 959	9 397	9 867
Payments for capital assets	14 971	43 959	41 353	27 193	41 456	41 456	30 816	30 306	31 820
Buildings and other fixed structures	2 527	12 743	24 272	16 760	24 560	24 560	19 629	19 299	20 264
Machinery and equipment	4 454	6 888	12 734	5 373	8 836	8 816	6 925	6 380	6 699
Heritage assets	1 722	10 794	4 347	5 000	8 000	8 020	4 200	4 462	4 684
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	7 018	-	-	-	-	-	-	-
Software and other intangible assets	6 268	6 516	-	60	60	60	62	165	173
Payments for financial assets	3 774	1 996	2 531	2 500	2 500	2 500	2 500	2 194	-
Total	524 129	697 795	721 074	751 370	745 112	745 112	743 214	746 934	784 281
Unauth. Exp. (1st charge) not available for spending	(3 767)	(1 800)	(2 500)	(2 500)	(2 500)	(2 500)	(2 500)	(2 194)	-
Baseline available for spending after 1st charge	520 362	695 995	718 574	748 870	742 612	742 612	740 714	744 740	784 281

The substantial increase from 2012/13 is attributed to additional funding received for the LIV Orphanage, refurbishment and renovations of the Training Academy, the Youth Ambassadors programme and the training of the youth ambassadors by the South African National Defence Force (SANDF), the Luwamba Wellness Centre, as well as funding toward equipping war-rooms in relation to OSS. The department received additional funding in 2014/15 for the Integrity Management unit, as well as OSS and the centralisation of the external bursaries and parts of the communications budgets under the OTP. However, most of the funding received in 2013/14 and even 2014/15 (Integrity Management unit), is largely once-off, which accounts for the decrease in the 2014/15 Main Appropriation. The 2014/15 Adjusted Appropriation was further reduced mainly by suspensions in respect of the Luwamba Wellness Centre, as well as OSS equipping of war-rooms, with the understanding that it would be re-allocated back to the department in 2015/16. The budget decreases in 2015/16, mainly due to the fact that the OTP received substantial once-off funding in the previous MTEF, as well as the fact that the bursaries budget is once again decentralised back to those departments from which the funds were originally moved.

The spending against Programme 1: Administration increases significantly in 2012/13, largely as a result of additional funding for the provision of piped water and proper roads to the Luwamba Wellness Centre in the Ntambanana Municipality. The increase in 2013/14 is largely ascribed to additional funding for the hosting of the AFCON tournament and the RTI Commission. The increase in 2014/15 is a result of additional funding for the capacitation of the Integrity Management unit. However, it must be noted that, during the 2014/15 Adjusted Appropriation, there was a deduction of R2.781 million relating to previous year's irregular expenditure. As previously mentioned, from 2015/16, the OTP has agreed to redirect the funds allocated for the development of the Luwamba Wellness Centre towards the running of the Integrity Management unit. The 2015/16 allocation is higher than 2016/17 as it includes the suspension of funds for the Luwamba Wellness Centre from 2014/15. These funds will not be required beyond 2015/16 but remain in the baseline, and are redirected to fund the running costs of the Integrity Management unit.

The significant increase in Programme 2: Institutional Development from 2012/13 is attributed to the additional funding received for the refurbishment and renovations of the Training Academy. The growth from 2012/13 to 2013/14 is due to the decision by the department to stop spending on the Training Academy in 2012/13, after it had been taken over by the Department of Education (DOE). There is a substantial increase in 2013/14 and 2014/15 as a result of the centralisation of parts of the communications and the external bursaries budgets under the OTP. The increase in the 2014/15 Adjusted Appropriation was mainly due to a shift from *Compensation of employees* in Programme 3 to this programme against

Transfers and subsidies to: Households to cater for the Provincial Bursary Programme for external bursaries. However, the bursaries budget is being decentralised over the 2015/16 MTEF back to the departments from which the funds were originally moved, as previously mentioned.

Programme 3: Policy and Governance received additional funding for the Youth Ambassadors' programme, operational costs of the Emakhosini Multi-Media Centre, the PPC and the Nerve Centre. The increase was also due to once-off additional funding for the LIV Orphanage in 2011/12. In 2012/13, various projects received additional funding, such as the Youth Ambassadors' programme, OSS, African Renaissance, etc. Most additional funds in 2012/13 and 2013/14 were largely once-off such as youth ambassador training by SANDF, roll-over of Indian indentured labourer funds, etc., thus explaining the decrease in 2014/15. The 2014/15 amount includes once-off additional funding allocated to Amafa for its application for World Heritage status for the Emakhosini Valley. The increase over the 2015/16 MTEF is attributed to the movement of funds originally earmarked for the Youth Ambassadors' programme from Programme 2 to Programme 3, to fund the newly established Youth chief directorate. As mentioned, comparatives were not restated.

Compensation of employees reflects a significant increase from 2011/12 onward as a result of additional funds received for the Youth Ambassadors' programme. The decrease from 2012/13 to 2013/14 is a result of the decrease in the appointment of youth ambassadors from 3 024 to 1 966, in an effort to match the budget, as well as the moratorium on the filling of non-critical vacant posts. The decrease in the 2014/15 Adjusted Appropriation relates to the reprioritisation of youth ambassadors' stipends to offset other pressures in respect of the youth. The implementation of the new organisational structure is anticipated to take place in a phased-in approach, and hence the steady increase over the MTEF with full implementation having been achieved by 2017/18. The 2015/16 MTEF is growing steadily. The department has undertaken extensive reprioritisation within its own baseline to cater for the full revised organogram of 655 posts to be implemented over the 2015/16 MTEF. The department is anticipating that all posts will be filled by the end of 2017/18 using the phased-in approach and taking into consideration the moratorium on the filling of non-critical vacant posts.

Goods and services increases substantially in 2012/13 as a result of additional funding received for the *Amadelakufa* awards, once-off set-up costs of the Integrity Management unit, Zimele, once-off establishment costs of the HRD Council, 2012 Career Exhibition, Choral Music Awards, Presidential *Imbizo*, establishment of the Rural Development co-ordination component, establishment of the KZN Climate Change Council, OSS projects, African Renaissance, as well as for the Provincial Prayer day. Most additional funds in 2012/13 and 2013/14 were once-off, such as Zimele, African Renaissance, etc., explaining the reduction in 2014/15. There is an increase in the 2014/15 Adjusted Appropriation mainly due to the approved roll-overs, such as RTI Commission and African Economic Expansion Summit. However, offsetting this was a deduction of R2.781 million relating to previous year's irregular expenditure. Accounting for the reduction in 2015/16 is the shifting of funds in respect of the Training Academy to the *Buildings and other fixed structures* category as a new building will be constructed. This decrease is despite the fact that, in 2015/16, there is a re-allocation of funds for the Luwamba Wellness Centre, OSS projects, which were suspended in 2014/15, as well as additional funding for OSS Diakonia Council of Churches. The dip in 2016/17 can be ascribed to the re-allocation of funds being once-off in 2015/16 only.

The category *Transfers and subsidies* decreased from 2012/13 to 2013/14 and increases over the 2015/16 MTEF, as follows:

- *Provinces and municipalities* generally caters for the payment of motor vehicle licences. The high expenditure in 2012/13 is due to once-off additional funding for hosting AFCON in KZN, with this being undertaken jointly with the eThekweni Metro. There is steady growth over the 2015/16 MTEF in respect of motor vehicle licences.
- *Departmental agencies and accounts* caters for transfers to Amafa and the RHT. Amafa receives additional funding of R3.059 million in 2014/15 for its application for World Heritage status for the Emakhosini Valley, accounting for the increase in the 2014/15 Main Appropriation. The 2015/16 MTEF grows steadily and takes into cognisance the amalgamation of DRH and OTP, with the latter

now including the transfers to RHT. From 2015/16, R5 million, R3.350 million and R3.518 million were reprioritised within the department's baseline to increase transfers to Amafa for the purchase of vehicles and salary related costs.

- With regard to *Non-profit institutions*, amounts of R12 million in 2011/12 and R8 million in 2012/13 were allocated for the LIV Orphanage. This was to assist the orphanage with building a holistic village both to house vulnerable and orphaned children, to empower them to be self-employed and to sustain a reasonable livelihood by learning basic skills. An amount of R30 000 in 2012/13 relates to a donation to the Khulani Production Artist Theatre for a graduation ceremony to honour students that completed the Arts and Skills courses. An amount of R4.226 million was allocated in the 2014/15 Adjusted Appropriation, as the province's contribution to the construction of the Denis Hurley Centre in Durban. The facility will include a primary health care clinic and TB screening, job readiness and skills training. The centre will assist the homeless, unemployed, refugees and will provide rehabilitation for substance abusers.
- *Households* consists of staff exit costs, medical aid contributions for ex-parliamentarians (PARMED), the Provincial Bursary programme, etc. This category reflects fluctuations due to staff exit costs, which are difficult to accurately predict. The amounts in 2011/12 and 2012/13 are as a result of savings identified from the funds for PILIR and allocated to the Provincial Bursary programme, as well as the funds received from an inter-departmental account in respect of the Provincial Bursary programme from other departments. In the 2014/15 Adjusted Appropriation, the department undertook a once-off shift from *Compensation of employees* to this category, as a result of the discontinuation of the Youth Ambassadors' programme stipends to cater for the in-year spending pressure in respect of bursaries. This accounts for the significant dip in the 2015/16 MTEF, over and above the decision to decentralise the external bursaries budget back to the departments from which the funds were originally moved.

With regard to *Buildings and other fixed structures*, the department's budget was increased in 2011/12 in line with a funding request, from the former DRH, which indicated that the palaces were in dire need of renovations and repairs. The department commenced with the renovations and refurbishment of two palaces – i.e. KwaKhethomthandayo and KwaDlamahlaha. The department, however, did not fully spend the funds allocated for renovations and refurbishment of palaces in 2011/12, due to delays in the implementation of certain infrastructure projects, as His Majesty, the King was not completely satisfied with the infrastructure plan. The increase in 2012/13 comprises a roll-over of R5.383 million relating to 2011/12 unspent funds ring-fenced for Royal Household infrastructure projects, while only R5 000 was spent on renovations to the Premier's Parkside residence in 2012/13. During 2013/14, the department also received a roll-over of R5.701 million for the balance of the roof renovations to the Premier's Parkside residence, as well as a roll-over of R3.466 million relating to 2012/13 unspent funds, which were ring-fenced for infrastructure projects, such as the Ingwavuma palace upgrade due to the fact that the contractor abandoned the project in the same period. The Training Academy building was claimed back by DOE in 2012/13 to assist educators with continuous professional development. The Training Academy still continues to function from its current location, and the department, together with DOPW, have identified a site in Westville to build the new Training Academy. The bulk of the 2015/16 MTEF allocations are therefore set aside for the construction of a new Training Academy, with construction anticipated to commence in 2015/16, the completion of existing projects such as the Ingwavuma palace project, as well as renovations to administration buildings. The department reprioritised funds for the Ingwavuma palace project from within its baseline.

Machinery and equipment relates to the purchase of essential office furniture and equipment for new appointments and the purchase of official vehicles. The increase in 2012/13 relates to funds reprioritised within *Payments for capital assets* for the Nerve Centre, as indicated below. The amount in 2013/14 is high due to reprioritisation undertaken to purchase office furniture for new appointments, the replacement of obsolete office equipment, for security access control systems and the replacement of departmental vehicles, accounting for the drop in the 2014/15 Main Appropriation. The increase in the 2014/15 Adjusted Appropriation was attributed to the purchase of replacement motor vehicles and for office furniture and equipment for new appointments. The low amount over the 2015/16 MTEF is a result of the

completion of phase 3 of the Nerve Centre and cost-cutting. However, these figures might change during the course of the MTEF, as the OTP will need more furniture and computers to accommodate its growing establishment (taking into account the moratorium on the filling of non-critical posts). This will be funded by internal reprioritisation.

The 2011/12 amount reflected against *Heritage assets* relates to the erection of monuments and plaques, as well as the restoration of Royal graves such as *Inkosi Dingiswayo* and graves of victims of conflict such as that of the Mahhehle and Shobashobane massacres. The 2012/13 amount includes expenditure for the building of wax statues and busts to honour former Presidents of the ANC and King Shaka in various sites in KZN. The roll-over of R4.865 million from 2011/12 to 2013/14 for the 150-year commemoration of Indian indentured labourers was allocated to *Heritage assets* in 2013/14 for the erection of plaques and monuments but was not spent due to lengthy procurement processes and not reaching consensus with all stakeholders, in time. The increase from the 2014/15 Main to Adjusted Appropriation relates to the Isandlwana and Heroes' Acre projects from 2013/14 for which no roll-over was received, and this was therefore funded through internal reprioritisation. The MTEF amounts cater for various tombstones, unveilings and walls of remembrances, as identified by the Premier. The decrease from 2014/15 to 2015/16 can be ascribed to reprioritisation that was undertaken to *Households* (although this category reflects a decrease because of the decentralisation of external bursaries) to cater for internal bursaries.

In 2012/13, R7.018 million was spent against *Land and subsoil assets* relating to the purchase of land behind the Moses Mabhida building, procured to provide parking facilities for departmental officials due to new regulations passed by the local municipality that resulted in restricted parking in the Pietermaritzburg Central Business District (CBD).

The costs in respect of the Nerve Centre (SAS Business Intelligence System) account for the significant expenditure against *Software and other intangible assets* in 2011/12 and 2012/13, as a result of Build 1 and 2 of the system. The amounts over the 2015/16 MTEF cater for phase 3, which is the last stage of the Nerve Centre, as well as other general software upgrades.

Payments for financial assets is attributed to the first charge for the Royal Household and debts written off. A recent amendment was made to split the remainder of the DRH's first charge over 2015/16 and 2016/17 to improve the affordability of this charge, in line with a SCOPA resolution in this regard.

5.4 Summary of conditional grant payments and estimates – Nil

5.5 Summary of infrastructure payments and estimates

Table 1.8 below summarises the infrastructure payments and estimates relating to the department.

Table 1.8 : Summary of infrastructure payments and estimates by category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Existing infrastructure assets	4 057	16 271	24 272	1 063	9 560	9 560	4 666	3 543	2 916
Maintenance and repair: Current	1 530	3 528	-	-	-	-	-	-	-
Upgrades and additions: Capital	-	-	-	-	-	-	-	-	-
Refurbishment and rehabilitation: Capital	2 527	12 743	24 272	1 063	9 560	9 560	4 666	3 543	2 916
New infrastructure assets: Capital	-	-	-	15 697	15 000	15 000	14 963	15 756	17 348
Infrastructure transfers	-	-	-	-	-	-	-	-	-
Infrastructure transfers: Current	-	-	-	-	-	-	-	-	-
Infrastructure transfers: Capital	-	-	-	-	-	-	-	-	-
Infrastructure: Payments for financial assets	-	-	-	-	-	-	-	-	-
Infrastructure: Leases	-	-	-	-	-	-	-	-	-
Total	4 057	16 271	24 272	16 760	24 560	24 560	19 629	19 299	20 264
Capital infrastructure	2 527	12 743	24 272	16 760	24 560	24 560	19 629	19 299	20 264
Current infrastructure	1 530	3 528	-	-	-	-	-	-	-

The maintenance and repair work that is undertaken at the royal residences is recorded as *Maintenance and repair: Current*. Capital additions are reflected against *Refurbishment and rehabilitation: Capital*.

With regard to *Maintenance and repair: Current*, spending in 2011/12 provided for electrical upgrade, and the maintenance of the air-conditioning system at the Training Academy, office partitioning costs at the Moses Mabhida building, as well as minor renovations at Parkside. The spending in 2012/13 relates to routine maintenance work done at the Training Academy and administration offices. As mentioned, however, the Training Academy building was transferred back to DOE in 2012/13 to assist educators with continuous professional development. The Training Academy will continue to function from its current location, however, all planned maintenance work at the existing Training Academy was put on hold.

In 2011/12, the department received additional funds for the upgrading, refurbishment and rehabilitation of palaces allocated against *Refurbishment and rehabilitation: Capital*. The department commenced in 2011/12 with the process of renovating and repairing two palaces – i.e. KwaKhetomthandayo and KwaDlamahlaha. This allocation was substantially under-spent in 2011/12 due to delays in the implementation of certain infrastructure projects, such as the construction of the King's residence at eNyokeni, emanating from the fact that His Majesty, the King was not completely satisfied with the infrastructure plan and, as a consequence, R5.383 million was rolled over to 2012/13, explaining the increase in 2012/13. Also, in 2012/13, *Refurbishment and rehabilitation: Capital* shows minor expenditure of R5 000 related to renovations to the Premier's Parkside residence. The department received a roll-over of R5.701 million during 2013/14 for the balance of the roof renovations to the Premier's Parkside Residence. The allocation was under-spent in 2012/13 due to delays in the implementation of Ingwavuma palace infrastructure projects, such as the extension of His Majesty, the King's house, etc., as the appointed contractor abandoned the project. The increase in 2013/14 can be ascribed to the 2012/13 unspent funds, which were rolled over to 2013/14 to cater for commitments with regard to Ingwavuma palace infrastructure projects. The increase in the 2014/15 Adjusted Appropriation relates to the expansion of scope of the Ingwavuma palace infrastructure projects. The 2015/16 MTEF allocations provide for the completion of existing projects, such as the Ingwavuma palace projects and the Royal Household office renovations in Nongoma.

New infrastructure assets: Capital relates to funding for the Training Academy, as mentioned previously. These funds will be utilised for the construction of the new Training Academy in Westville, where a site has been identified. DOPW has completed a site evaluation, but the aggregate cost of constructing the academy has not yet been determined. It is planned that the construction costs will be provided for over the 2015/16 MTEF, with implementation occurring in phases.

5.6 Summary of Public Private Partnerships – Nil

5.7 Transfers to public entities listed in terms of Schedule 3 of the PFMA

The OTP exercises oversight over two public entities, namely Amafa and the RHT. Table 1.9 illustrates transfers made to the public entities over the seven years under review. Financial summaries received from Amafa and RHT are given in *Annexure – Vote 1: Office of the Premier*.

Table 1.9 : Summary of departmental transfers to public entities

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
Amafa aKwaZulu-Natali	24 057	26 460	29 095	32 013	35 149	35 149	34 977	34 916	36 662
Royal Household Trust	11 300	10 500	15 300	22 393	15 343	15 343	23 415	24 656	25 889
Total	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551

Amafa is responsible for administering heritage conservation on behalf of the provincial government. The entity's main objective is to promote awareness of the significance and value of cultural heritage resources, while ensuring that cultural heritage management is integrated into economic, social and environmental activities in KZN. Additional funding was allocated from 2011/12 for various heritage projects, such as fencing in Emakhosini and heritage markers at Anglo-Zulu sites, as well as the operational costs of the Emakhosini Multi-Media Centre. In 2013/14, a once-off allocation of R1.500 million was allocated for procurement of capital requirements associated with the entity's

turnaround strategy. An amount of R3.059 million was allocated in the 2014/15 Adjusted Appropriation to enable Amafa to apply for World Heritage status in respect of the Emakhosini Valley, to upgrade its research and education facilities, as well as various heritage sites and to also purchase support equipment. From 2015/16, R5 million, R3.350 million and R3.518 million were reprioritised from within the department to increase transfers to Amafa for the purchase of vehicles and salary related costs. The decrease in 2015/16 and 2016/17 is ascribed to the fact that the additional funding received in the 2014/15 Adjusted Appropriation was largely once-off.

The RHT was established in 2009/10 as an entity in terms of the KZN Royal Household Trust Act, 2007 (but will be governed by the KZN Royal Household Trust Bill, 2015 once enacted) and registered as a Schedule 3C provincial public entity during 2012/13. In 2011/12, 2012/13 and 2013/14, funds were transferred to the RHT to cater for the set-up costs of the Trust, remuneration of the Trustees, as well as various costs of RHT, which were administered by the Trust. This includes municipal costs, fuel, food supplies, etc., relating to Queens and other members of the Royal family. In 2011/12, according to a Cabinet resolution, the Trust received once-off seed funding of R5 million for establishment costs. The decrease in 2012/13 related to the fact that the department continued to pay for functions which were anticipated to be paid for by the Trust since the Trust was not fully functional. The increase in the 2014/15 Main Appropriation is due to the increase in transfers, as the RHT began to take over more functions from the department. The decrease in the 2014/15 Adjusted Appropriation was due to the former Royal Household department shifting funds from the RHT, as the department continued to pay salaries for staff who were performing functions on behalf of RHT, pending negotiations with organised labour. It is envisaged that the transfer of some administrative support, palace support staff and farm staff will be finalised before the end of 2015/16. This accounts for the anticipated increase in transfers to the RHT over the 2015/16 MTEF.

5.8 Transfers to other entities

Table 1.10 below reflects departmental transfers to other entities.

Table 1.10 : Summary of departmental transfers to other entities

R thousand	Sub-programme	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
		2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
LIV Orphanage	2.5 Special Programmes	12 000	8 000	-	-	-	-	-	-	-
Khulani Production Artist Theatre	2.5 Special Programmes	-	30	-	-	-	-	-	-	-
Denis Hurley Centre	3.2 Priority Programmes	-	-	-	-	4 226	4 226	-	-	-
Total		12 000	8 030	-	-	4 226	4 226	-	-	-

In 2011/12 and 2012/13, amounts of R12 million and R8 million, respectively, were transferred to the LIV Orphanage, as previously explained.

In 2012/13, a donation of R30 000 was made to Khulani Production Artist Theatre for a graduation ceremony to honour students that completed the Arts and Skills courses.

In the 2014/15 Adjusted Appropriation, R4.226 million was allocated as the province's contribution to the construction of the Denis Hurley Centre in Durban, as explained previously.

5.9 Transfers to local government

Table 1.11 provides a summary of transfers to local government by category.

Table 1.11 : Summary of departmental transfers to local government by category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Category A	-	15 000	-	-	-	-	-	-	-
Category B	-	-	-	-	-	-	-	-	-
Category C	-	-	-	-	-	-	-	-	-
Unallocated	-	-	-	-	-	-	-	-	-
Total	-	15 000	-	-	-	-	-	-	-

It is noted that, although the payment of motor vehicle licences falls under *Transfers and subsidies to: Provinces and municipalities*, these funds will not be transferred to any municipality, and hence these are excluded from Table 1.12.

The R15 million in 2012/13 against Category A relates to the transfer to the eThekweni Metro, being the province's contribution to hosting AFCON. These funds were spent on public viewing/fan parks, marketing of the event, volunteers, as well as various city and provincial initiatives.

5.10 Transfers and subsidies

Table 1.12 summarises transfers by programme and main category over the seven-year period under review. As reflected in the table, the department made various transfers to entities under each programme.

Table 1.12 : Summary of transfers and subsidies by programme and main category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
1. Administration	892	16 227	1 063	1 333	1 704	1 704	1 045	1 064	1 117
Provinces and municipalities	21	15 035	16	13	39	39	-	-	-
Motor vehicle licences	21	35	16	13	39	39	-	-	-
AFCON (eThekweni Metro)	-	15 000	-	-	-	-	-	-	-
Households	871	1 192	1 047	1 320	1 665	1 665	1 045	1 064	1 117
Other transfers to households	871	1 192	1 047	1 320	1 665	1 665	1 045	1 064	1 117
2. Institutional Development	19 076	27 059	25 291	20 650	27 691	27 691	53	57	60
Provinces and municipalities	-	-	-	-	-	-	50	54	57
Motor vehicle licences	-	-	-	-	-	-	50	54	57
Non-profit institutions	12 000	8 030	-	-	-	-	-	-	-
LIV Orphanage	12 000	8 000	-	-	-	-	-	-	-
Khulani Production Artist Theatre	-	30	-	-	-	-	-	-	-
Households	7 076	19 029	25 291	20 650	27 691	27 691	3	3	3
Other transfers to households	-	-	150	3	3	-	3	3	3
Provincial Bursary programme	7 076	19 029	25 141	20 647	27 688	27 691	-	-	-
3. Policy and Governance	35 581	37 594	45 269	54 561	54 874	54 874	66 313	67 913	71 310
Provinces and municipalities	-	28	3	10	10	10	10	11	12
Motor vehicle licences	-	28	3	10	10	10	10	11	12
Departmental agencies and accounts	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551
Amafa	24 057	26 460	29 095	32 013	35 149	35 149	34 977	34 916	36 662
Royal Household Trust	11 300	10 500	15 300	22 393	15 343	15 343	23 415	24 656	25 889
Non-profit institutions	-	-	-	-	4 226	4 226	-	-	-
Denis Hurley Centre	-	-	-	-	4 226	4 226	-	-	-
Households	224	606	871	145	146	146	7 911	8 330	8 747
Social benefits	224	606	871	145	146	146	7 911	8 330	8 747
Total	55 549	80 880	71 623	76 544	84 269	84 269	67 411	69 034	72 487

Programme 1 reflects transfers against *Households* for social benefits relating to medical aid contributions for ex-parliamentarians (PARMED), and staff exit costs against *Households*. The R15 million against *AFCON* (eThekweni Metro) in 2012/13 relates to the transfer to eThekweni Metro, being the province's contribution to hosting AFCON.

Programme 2 reflects transfers in respect of social benefits and the Provincial Bursary programme. The bursaries are paid directly to the students who receive a monthly stipend and transport funds. The peak in 2012/13 is a result of savings identified from the funds for PILIR and allocated to the bursary programme, as well as funds received from an inter-departmental account in respect of the bursary programme from other departments. It must be noted that, during 2013/14, Cabinet approved the centralisation of the bursaries budget under OTP and this explains the increase in 2013/14 and 2014/15. Over the 2015/16 MTEF, the Provincial Bursary programme was decentralised back to the departments from which the funds were originally moved. The amounts reflected against *Non-profit institutions* relate to funding of non-profit organisations and donations made to other organisations, such as Khulani Production Artist Theatre, as well as the LIV Orphanage, as previously explained.

Programme 3 houses the bulk of the *Transfers and subsidies* budget:

- *Departmental agencies and accounts* relates to transfers made to Amafa and RHT. The increase in the 2014/15 Adjusted Appropriation is due to the additional funding for Amafa for the turnaround

strategy's once-off capital requirements, funds to apply for World Heritage status for the Emakhosini Valley, as well as the additional funding to RHT to meet its financial obligations. The 2015/16 MTEF shows steady growth.

- The amounts reflected against *Non-profit institutions* relate to funding of non-profit organisation Denis Hurley Centre, as previously explained.
- The category *Households* caters for staff exit costs. It must be noted that, although the Provincial Bursary programme was decentralised back to the departments from which the funds were originally moved, a portion of the budget remains for the external bursaries administered by the OTP. During the 2014/15 Adjusted Appropriation, the department undertook a once-off shift from *Compensation of employees* to this category, as a result of the discontinuation of the Youth Ambassadors' programme stipends, to cater for the in-year spending pressure in respect of bursaries. This accounts for the significant dip in the 2015/16 MTEF over and above the decentralisation of the bursaries funds back to the departments that initially made this contribution.

6. Programme description

The services rendered by this department are, as per the generic sector structure, categorised under three programmes, the details of which are discussed below. The amounts for each programme are summarised in terms of economic classification, with details given in *Annexure – Vote 1: Office of the Premier*.

6.1 Programme 1: Administration

The purpose of this programme is to provide administrative support to the Premier, Executive Council and the Director-General in fulfilling their legislative and oversight functions and in promoting good corporate governance.

There are four sub-programmes supporting this programme, namely Premier Support, Executive Council Support, Director-General and Financial Management. The sub-programme largely conform to the generic programme structure of the sector with regard to Programme 1.

It must be noted that there were several functions that moved out of Programme 1 to Programme 2, such as Integrity Management, Auxiliary Services, Security Services and Ombudsman. This was done to enhance operational efficiency. The department was unable to adjust prior year comparatives for these adjustments across sub-programmes due to financial records not being kept at this level. The objectives are as follows:

- To provide logistical, administrative and advisory support to the Premier in executing the constitutional mandate and statutory duties.
- To render secretariat support services to the Executive Council, clusters, and key provincial committees.
- To provide operational support to the Director-General in strategically managing the province.
- To provide financial management support and advisory services.

Tables 1.13 and 1.14 below reflect a summary of payments and estimates relating to this programme, by sub-programme and economic classification, for the period 2011/12 to 2017/18.

Table 1.13 : Summary of payments and estimates by sub-programme: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
1. Premier Support	27 416	25 873	50 032	29 786	45 680	45 680	36 316	38 338	40 255
2. Executive Council Support	7 852	8 746	8 500	9 618	9 468	9 468	7 590	8 182	8 591
3. Director-General	18 470	18 491	20 569	26 651	24 751	24 751	14 490	15 943	16 740
4. Financial Management	57 023	103 253	105 839	139 935	117 814	117 814	61 741	42 338	44 455
Total	110 761	156 363	184 940	205 990	197 713	197 713	120 137	104 801	110 041

Table 1.14 : Summary of payments and estimates by economic classification: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Current payments	108 038	137 133	170 409	201 468	189 370	189 370	118 013	102 600	107 730
Compensation of employees	50 837	56 799	63 500	78 696	78 351	78 351	63 968	65 548	68 825
Goods and services	57 201	80 334	106 909	122 772	111 019	111 019	54 045	37 052	38 905
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	892	16 227	1 063	1 333	1 704	1 704	1 045	1 064	1 117
Provinces and municipalities	21	15 035	16	13	39	39	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and int. organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	871	1 192	1 047	1 320	1 665	1 665	1 045	1 064	1 117
Payments for capital assets	1 825	3 003	13 468	3 189	6 639	6 639	1 079	1 137	1 194
Buildings and other fixed structures	-	5	6 881	697	697	697	-	120	126
Machinery and equipment	1 825	2 985	6 587	2 492	5 942	5 942	1 079	917	963
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	13	-	-	-	-	-	100	105
Payments for financial assets	6	-	-	-	-	-	-	-	-
Total	110 761	156 363	184 940	205 990	197 713	197 713	120 137	104 801	110 041

The high 2011/12 amount against the sub-programme: Premier Support relates to the newly created Security and Protocol Services unit, which was later moved to the Director-General sub-programme. The high amount in 2013/14 was to cater for the establishment of a unit to manage the Premier's special projects. The substantial increase in 2013/14 can be ascribed to once-off additional funding for the RTI Commission and Zimele, which accounts for the dip in the 2014/15 Main Appropriation. The increase in the 2014/15 Adjusted Appropriation can be ascribed to internal reprioritisation undertaken within the department from other programmes to cater for in-year spending pressures. There is a reduction in 2015/16 as most of the additional funds in the preceding year were once-off.

The sub-programme: Executive Council Support shows a decrease from 2012/13 to 2013/14 largely due to the reprioritisation of funds from this sub-programme to Programme 3 to cater for OSS spending pressures. The increase in the 2014/15 Main Appropriation can be ascribed to the higher than anticipated wage agreements. Accounting for the decrease from 2014/15 to 2015/16, is the once-off reprioritisation of funds from the Financial Management sub-programme in 2014/15 to this sub-programme, for minor upgrades of the Cabinet office.

The Director-General sub-programme fluctuates from 2011/12 onward mainly as a result of the reprioritisation to different sub-programmes to cater for various spending pressures from time to time. The fairly low spending in 2011/12 is as a result of cost-cutting. The reduction from the 2014/15 Main to Adjusted Appropriation is due to funds that were surrendered back to the Provincial Revenue Fund with regard to ring-fenced funds to cater for security strengthening during the 2014 general elections. The 2015/16 MTEF amounts are significantly lower than the 2014/15 Main Appropriation due to the structure changes, such as the movement of the Security Services responsibility to the Strategic Human Resources sub-programme in Programme 2 for which comparatives were impossible to make, as mentioned earlier. There is consistent growth over the 2015/16 MTEF thereafter.

The substantial increase from 2012/13 onward against Financial Management is to cater for the creation of the Integrity Management unit, in line with the organisational structure of the department. The 2012/13 amount also includes a once-off R15 million, being the province's contribution to hosting the AFCON tournament. Furthermore, in 2012/13 there was additional funding for the provision of piped water and proper roads to the Luwamba Wellness Centre in the Ntambanana Municipality, which ends in 2015/16, but is then redirected, within the same sub-programme, to funding the operational costs of the Integrity Management unit. The substantial increase in 2013/14 and 2014/15 is due to additional funding for the running and staffing costs of the Integrity Management unit until funds from the Luwamba Wellness Centre could be directed to fund these operational costs. The decrease in the 2014/15 Adjusted

Appropriation is due to the suspension of Luwamba Wellness Centre funds (R15 million), and reallocated back in 2015/16, as well as the deduction of R2.781 million relating to previous year's irregular expenditure. The decrease over the 2015/16 MTEF is as a result of the movement of the Integrity Management unit to Programme 2, for which comparatives were impossible to make, as mentioned earlier.

Compensation of employees includes provision for the filling of critical vacant posts. It is envisaged that all positions in terms of the new proposed structure will be filled from 2014/15 and over the 2015/16 MTEF in a phased-in approach. The increase in 2013/14 can be ascribed to the reprioritisation from Programmes 2 and 3 to cater for spending pressures such as the higher than anticipated 2013 wage agreement. The 2014/15 Main Appropriation is much higher than the 2015/16 MTEF as a result of the reprioritisation of youth ambassadors' stipends to other pressures in respect of the youth, such as the internal and external bursaries pertaining to OTP.

The amount reflected against *Goods and services* in 2011/12 was a result of the centralisation of administrative costs such as cellular and telephone accounts, stationery, etc., from all programmes to this programme. The significant increase in 2012/13 is due to additional funding for the Luwamba Wellness Centre, and Integrity Management unit, as well as the creation of the Premier's Special Projects unit, which houses projects/initiatives such as the RTI commission, HIV and AIDS support, etc. This category reflects steady growth over the 2015/16 MTEF. The significant increase in 2013/14 can be ascribed to additional funding to cater for the RTI commission, as well as the Integrity Management unit. The drop from the 2014/15 Main to Adjusted Appropriation is a result of funds that were surrendered back to the Provincial Revenue Fund, such as the funds for security strengthening during the 2014 general elections, Luwamba Wellness Centre pipeline construction funds, as well as the previous year's irregular expenditure. The Luwamba Wellness Centre pipeline construction funds are reallocated back to the department in 2015/16. The 2015/16 MTEF drops significantly as a result of the relocation of the Integrity Management unit to Programme 2.

Transfers and subsidies to: Provinces and municipalities relates to motor vehicle licences, as well as the transfer to the eThekweni Metro in 2012/13, being the province's contribution toward hosting AFCON.

Transfers and subsidies to: Households caters for staff exit costs. The department also provides for payments in respect of medical aid contributions for ex-parliamentarians (PARMED). The 2015/16 MTEF grows steadily.

The 2013/14 amount against *Buildings and other fixed structures* is attributed to the roll-over of funds from 2012/13 in respect of repairs and maintenance to the Premier's Parkside residence, such as roof leaks. The amounts over the MTEF mainly cater for the roof and other renovations in respect of the Premier's Parkside residence. The amount of R697 000 reflected against 2014/15 was to cater for the roof and other renovations to the Premier's Parkside residence.

The 2011/12 amount against *Machinery and equipment* can be ascribed to provision for additional vehicles and furniture and equipment purchased for the additional staff transferred to the Premier Support sub-programme in respect of the Security and Protocol Services unit, which was later moved to the Director-General sub-programme. The increase in 2012/13 and 2013/14 is a result of the purchase of official vehicles. Accounting for the decrease in the 2014/15 Main Appropriation is the reprioritisation of funds to offset in-year spending pressures. The increase in the 2014/15 Adjusted Appropriation relates to the reprioritisation of funds to this category to cater for hardware upgrades of the Cabinet office. The decrease over the 2015/16 MTEF is a result of the completion of the upgrades in Programme 1, as well as internal reprioritisation to the same category in Programmes 2 and 3, to cater for the purchase of computer equipment and office furniture, as the department will be filling posts in accordance with the new organogram.

The amounts reflected in 2013/14 and over the 2015/16 MTEF against *Software and other intangible assets* mainly relate to the purchase of software for the Cabinet office. It is noted that this category was reduced in 2013/14, as well as in 2014/15. This can be ascribed to the reprioritisation to *Machinery and equipment* to cater for the purchase of official vehicles.

Payments for financial assets mainly relate to the write-off of debts.

Service delivery measures – Programme 1: Administration

Table 1.15 illustrates service delivery measures pertaining to Programme 1. The service delivery outputs were revised in terms of the re-alignment and re-focus to the PGDP. It is noted that the OTP sector has not yet agreed on standardised service delivery measures. Also note that only a few main measures are reflected below, and the full set of measures is detailed in the department's APP.

Table 1.15 : Service delivery measures - Programme 1: Administration

Outputs	Performance indicators	Estimated performance	Medium-term targets			
		2014/15	2015/16	2016/17	2017/18	
1. Premier Support						
1.1	Administrative support services to the Premier	• Performance score attained on Premier Support, admin support services performance assessment matrix	3	3	3	3
2. Executive Council Support						
2.1	Effective and efficient Provincial Executive Council and key committees administrative support service	• No. of Executive Council meeting decision matrices circulated within 1 week of meeting	20	20	20	20
3. Director-General						
3.1	Strategic management meeting resolutions	• No. of EXCO meetings	24	24	24	24
4. Financial Management						
4.1	Financial management reports	• No. of financial management reports, monthly IYM submitted to Treasury by the 15th of each month	12	12	12	12
4.2	AFS	• No. of AFS submitted in terms of prescripts	1 final, 3 interim	1 final, 3 interim	1 final, 3 interim	1 final, 3 interim
4.3	Procurement plan	• No. of procurement plans submitted in terms of prescripts	4	4	4	4

6.2 Programme 2: Institutional Development

The purpose of this programme is to improve service delivery through institutional capacity building and transformation management in the province, and the objectives are:

- Providing transversal legal advisory and support services.
- Providing transversal human resource management and systems.
- Co-ordinating the holistic development of public servants as well as the citizenry of KZN in general.
- Providing strategic information communication technology, science and technology management, leadership and support.
- Providing strategic communication leadership and support.
- To promote and co-ordinate human rights programmes in KZN.
- To promote and co-ordinate the mainstreaming of human rights in public policy and planning processes in the provincial administration.
- To co-ordinate the implementation of gender equality programmes.

It must be noted that there were several functions that moved out of Programmes 1 and 3 to Programme 2. As mentioned, from Programme 1 to this programme are movements of responsibilities such as Integrity Management, Auxiliary Services, Security Services and Ombudsman. The movements from Programme 3 to this programme include the Special Programmes and the Intergovernmental Relations sub-programmes. This was done to enhance operational efficiency. The department was unable to adjust prior year comparatives for these adjustments across sub-programmes due to financial records not being kept at this level.

Therefore, there are six sub-programmes supporting Programme 2, namely Strategic Human Resources, Information Communication Technology, Legal Services, Communication Services, Special Programmes and Intergovernmental Relations. The department no longer conforms fully to the generic programme structure of the sector at this stage, and this is in the process of being reviewed.

Tables 1.16 and 1.17 below summarise payments and estimates relating to this programme, by sub-programme and economic classification, for the period 2011/12 to 2017/18.

Table 1.16 : Summary of payments and estimates by sub-programme: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
1. Strategic Human Resources	59 308	94 065	98 858	102 035	109 915	109 915	103 969	107 331	112 698
2. Information Communication Technology (ICT)	20 393	18 778	21 215	25 366	25 366	25 366	61 367	66 915	70 261
3. Legal Services	8 594	8 892	10 642	12 156	11 156	11 156	11 860	12 784	13 423
4. Communication Services	17 209	23 174	54 682	54 601	48 752	48 752	50 767	53 455	56 128
5. Special Programmes	55 731	44 221	32 187	40 686	32 886	32 886	51 727	54 780	57 519
6. Intergovernmental relations	8 444	13 167	8 269	10 936	20 936	20 936	17 758	18 952	19 900
Total	169 679	202 297	225 853	245 780	249 011	249 011	297 448	314 217	329 928

Table 1.17 : Summary of payments and estimates by economic classification: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
Current payments	149 530	165 134	193 327	208 720	204 505	204 505	277 489	293 108	307 763
Compensation of employees	59 196	72 739	77 346	84 016	81 783	81 783	122 174	128 325	134 741
Goods and services	90 334	92 395	115 981	124 704	122 722	122 722	155 315	164 783	173 022
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	19 076	27 059	25 291	20 650	27 691	27 691	53	57	60
Provinces and municipalities	-	-	-	-	-	-	50	54	57
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	12 000	8 030	-	-	-	-	-	-	-
Households	7 076	19 029	25 291	20 650	27 691	27 691	3	3	3
Payments for capital assets	1 072	10 076	7 223	16 410	16 815	16 815	19 906	21 052	22 105
Buildings and other fixed structures	-	-	2 000	15 000	15 000	15 000	16 417	17 308	18 173
Machinery and equipment	1 072	3 052	5 223	1 350	1 755	1 735	3 227	3 429	3 600
Heritage assets	-	-	-	-	-	20	200	250	263
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	7 018	-	-	-	-	-	-	-
Software and other intangible assets	-	6	-	60	60	60	62	65	68
Payments for financial assets	1	28	12	-	-	-	-	-	-
Total	169 679	202 297	225 853	245 780	249 011	249 011	297 448	314 217	329 928

The expenditure against Strategic Human Resources increased from 2011/12 as a result of the entire allocation being received for PILIR (although a portion of it was redirected to the Provincial Bursary programme) and funding allocated from other programmes, for the filling of various vacant posts. The substantial increase from 2012/13 is attributed to additional funding for the refurbishment and renovations to the Training Academy, which will now be utilised to fund the construction of the new Training Academy in Westville. As previously mentioned, in 2013/14, Cabinet approved the centralisation of the external bursaries budget under the OTP. Although the department received a once-off amount of R7.555 million in 2013/14 for Zimele, these funds were later shifted to Programme 1 against the Premier Support sub-programme. Also accounting for the decrease in this sub-programme from 2013/14 was the virement of funds to *Compensation of employees* in Programmes 2 and 3 to cater for the higher than anticipated 2013 wage agreements. The bursary funding was removed from the 2015/16 MTEF in line with the decentralisation of this function back to the departments from where funds came. The internal bursary programme housed under the OTP moved to Programme 3, as explained earlier.

Information Communication Technology (ICT) decreased in 2012/13 as a result of the restructuring process which saw the Nerve Centre funds being moved to Programme 3 under the Provincial Policy

Management sub-programme. The increase from 2013/14 to 2014/15 can be ascribed to the reprioritisation of funds from this sub-programme to Strategic Human Resources for spending pressures. The budget for this sub-programme grows steadily over the MTEF. The 2015/16 amount is significantly higher than 2014/15 due to the fact that Auxiliary Services now falls under this sub-programme.

The increase against the Legal Services sub-programme from 2011/12 was due to additional funds made available, through reprioritisation from other sub-programmes, to cater for costs relating to the OSD for legal practitioners. The substantial increase in 2013/14 was to cater for the second phase of OSDs for legal practitioners. The budget for this sub-programme grows steadily over the 2015/16 MTEF.

The amounts against the Communication Services sub-programme increased from 2012/13 onward as a result of the increased demand for communication publications, such as *Simama*. The substantial increase in 2012/13 was a result of funds received from other departments in respect of *Simama*. As previously mentioned, during 2013/14, Cabinet approved the centralisation of parts of the communications budget under OTP, explaining the increase from that year. The decrease in the 2014/15 Adjusted Appropriation can be ascribed to the re-imburement of funds to DARD, as it erred in determining the figures when parts of the communications budgets were centralised. The budget for this sub-programme grows steadily over the 2015/16 MTEF.

The Special Programmes sub-programme is new to Programme 2 and is shifted from Programme 3, and includes Integrity Management and Democracy Support Services. The 2011/12 and 2012/13 amounts include once-off additional funding for the LIV Orphanage, as mentioned. This accounts for the drop in 2014/15. OSS was previously included in the Special Programmes sub-programme, but moved to the Premier's Priority Programmes sub-programme. The OSS funds were also surrendered in the 2014/15 Adjusted Appropriation with an understanding that the funding would be re-allocated to the department in 2015/16, hence the increase in that year. This sub-programme grows steadily over the 2015/16 MTEF.

The Intergovernmental Relations sub-programme is also shifted from Programme 3 to this programme. The expenditure in the Intergovernmental Relations sub-programme in 2011/12 was due to international visits that were undertaken by the Premier to promote KZN as an investment destination. The significant growth in 2012/13 is mainly attributed to once-off additional funding for the establishment of the KZN Climate Change Council, and this accounts for the decrease in 2013/14. The increase in the 2014/15 Adjusted Appropriation was due to additional funding for the African Economic Expansion Summit which took place in November 2014. The growth over the 2015/16 MTEF can be ascribed to reprioritisation to cater for increased international visits.

The amount against *Compensation of employees* from 2011/12 onward is a result of filling of critical vacant posts in line with the moratorium on the filling of non-critical posts. The increase from 2012/13 to 2013/14 is due to the substantial additional funding to fully cater for the costs relating to the OSD for legal practitioners, as well as to cater for the higher than anticipated 2013 wage agreements. The significant increase from 2014/15 to 2015/16 is mainly attributed to the implementation of the new organisational structure. There is steady growth over the 2015/16 MTEF.

Goods and services reflects a significant increase from 2012/13 to 2013/14, largely because of additional funding received for renovations of the Training Academy. These funds will be utilised for the construction of a new Training Academy in Westville from 2015/16 onward. The substantial increase from 2013/14 is attributed to the centralisation of parts of the communications budget under the OTP. The decrease in the 2014/15 Adjusted Appropriation can be ascribed to the re-imburement of funds to DARD, as it had given more than it was supposed to when parts of the communications budget were centralised. The 2015/16 MTEF grows steadily. The significant increase from 2014/15 to 2015/16 is attributed to the implementation of the new organisational structure, as well as the changes in the structure, which sees some responsibilities, such as Auxiliary and Security Services move to the Information Communication Technology sub-programme in Programme 2.

Transfers and subsidies to: Provinces and municipalities over the 2015/16 MTEF caters for motor vehicle licence fees.

Transfers and subsidies to: Non-profit institutions reflects the funding allocated in 2011/12 and 2012/13 for the LIV Orphanage, as well as Khulani Production Artist Theatre, as previously mentioned.

The amounts against *Transfers and subsidies to: Households* from 2012/13 cater for the high demand of the Provincial Bursary programme. The substantial increase in 2013/14 and 2014/15 is attributed to the suspension of funds from other departments to the Provincial Bursary programme, which was centralised under the OTP. This programme has been decentralised back to departments accounting for the significant drop over the 2015/16 MTEF. It must be noted that the external bursary budget of the OTP resides in Programme 3 against the sub-programme: Premier’s Priority Programmes from 2015/16 onward.

Spending against *Buildings and other fixed structures* in 2013/14 and 2014/15 pertains to the Premier’s Parkside residence and the Training Academy. The budget over the 2015/16 MTEF relates to the construction of the new Training Academy. As previously explained, the Training Academy will continue to function from its current location for the time being, while the renovation funds are redirected to the construction of a new Training Academy in Westville. The budget was initially under *Goods and services* in 2012/13, as the department had not decided whether to lease or construct a new building at the time. However, it was since moved to this category from 2014/15 onward, as a result of the decision to construct a new Training Academy.

The high spending against *Machinery and equipment* in 2012/13 and 2013/14 relates to the acquisition of office furniture and equipment in line with the recruitment plan. The department is planning to spend more on *Machinery and equipment* over the 2015/16 MTEF, due to the phasing in of the new organogram, which requires purchase of office furniture and equipment thereof, in line with the revised organogram.

In 2012/13, an amount of R7.018 million was spent against *Land and subsoil assets* to provide for the purchase of land behind the Moses Mabhida building, procured to provide parking facilities for departmental officials in the Pietermaritzburg CBD. The Municipality is still in negotiations with the people who are currently occupying the land in an effort to get them alternative accommodation.

The spending reflected against *Software and other intangible assets* is for software and other assets such as software licence fees.

The department wrote off various losses against *Payments for financial assets* from 2011/12 to 2013/14.

Service delivery measures – Programme 2: Institutional Development

Table 1.18 illustrates service delivery measures pertaining to Programme 2. The service delivery outputs were revised and streamlined in terms of the re-alignment and re-focus to fall in line with the PGDP.

It is noted that the OTP sector has not yet agreed on standardised service delivery measures. Also note that only a few main measures are reflected below, and the full set of measures is detailed in the department’s APP. The performance target “New” in the 2014/15 Estimated performance illustrates that the indicator did not exist in 2014/15, and that it is a new indicator from 2015/16 onward. The department reviewed its service delivery measures for 2015/16, and hence a number of new targets are included.

Table 1.18 : Service delivery measures – Programme 2: Institutional Development

Outputs	Performance indicators	Estimated performance			
		2014/15	2015/16	2016/17	2017/18
1. Strategic Human Resources					
1.1 Technical human resource management support services	<ul style="list-style-type: none"> No. of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy development 	4	4	4	4
1.2 Integrated Public Sector HRD strategy and Professional Support Programme	<ul style="list-style-type: none"> One Integrated Public Sector HRD strategy and Professional Support Programme updated and implemented 	New	Draft compiled	Consultation and approval	Implementation and monitoring

Table 1.18 : Service delivery measures – Programme 2: Institutional Development

Outputs	Performance indicators	Estimated performance	Medium-term targets			
		2014/15	2015/16	2016/17	2017/18	
2. Information Communication Technology						
2.1	IT governance assessment reports	• No. of 6 monthly provincial departments' IT governance assessment co-ordination reports submitted to G and A Cluster	4 quarterly IT projects progress reports to MANCO	2	2	2
3. Legal Services						
3.1	Constitutionally compliant provincial laws, appropriate provincial legislation	• No. of provincial laws (bills, regulations and proclamations) certified	10	10	10	10
4. Communication Services						
4.1	Effective and efficient communication engagement	• No. of media engagements facilitated for the Premier	50	50	50	50
5. Integrity Management						
5.1	Integrity conferences	• No. of Integrity leadership conferences	1	-	1	-
5.2	Annual performance plans for each human rights target group	• No. of annual performance business plans for human rights target groups: 1 x gender, 1 x disability, 1 x children; and 1 x senior citizens	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total
5.3	Ombudsperson co-ordination	• No. of OTP Ombudsperson reports	1	2	4	4
6. Special Programmes						
6.1	Annual performance plans for each human rights target group	• No. of performance business plans for human rights target groups: 1 x gender, 1 x disability, 1 x children; and 1 x senior citizens	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total
7. Intergovernmental Relations (IGR)						
7.1	Technical Premier's forum meetings	• No. of IGR Technical Premier's forum decision matrixes	4	4	4	4

6.3 Programme 3: Policy and Governance

The purpose of this programme is to initiate province-wide development and implementation of policies and strategies to achieve a co-ordinated approach toward sustainable provincial growth and development, and the objectives are as follows:

- To capacitate the provincial government and administration on governance and public policy management.
- To manage and co-ordinate strategic projects as mandated by the Premier and the Cabinet.
- To conserve, manage and promote awareness of the cultural heritage resources of KZN.
- To ensure a co-ordinated approach with respect to provincial policy management.
- To co-ordinate and implement a comprehensive response to the socio-economic impact of HIV and AIDS.
- To ensure successful implementation of priority socio-economic programmes and projects in KZN.
- To ensure the effectiveness of policy, planning and programme interventions through evaluation of strategic policy outcomes.
- To design and utilise a functional monitoring and evaluation system for the provincial government and administration and local government.
- To provide support services to His Majesty, the King.
- To facilitate the smooth functioning of the Royal Household Trust.

Four sub-programmes support this programme over the 2015/16 MTEF, namely Provincial Policy Management, Premier's Priority Programmes, Royal Household and Heritage. This programme does not

fully conform to the generic programme structure of the sector at this stage, and this is in the process of being reviewed by the department.

It must be noted that there were several functions that moved out of Programmes 3 to Programme 2 to enhance operational efficiency. As mentioned, these include the Special Programmes and the Intergovernmental Relations sub-programmes. This was done to align the financial and organisational structures. The department was unable to adjust prior year comparatives for these adjustments across sub-programmes due to financial records not being kept at this level. However, historical figures were adjusted for the Royal Household sub-programme for comparative purposes.

Tables 1.19 and 1.20 below provide a summary of payments and estimates for these four sub-programmes for the period 2011/12 to 2017/18.

Table 1.19 : Summary of payments and estimates by sub-programme: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
1. Provincial Policy Management	43 834	50 343	47 060	57 588	36 188	36 188	67 460	67 880	71 274
2. Premier's Priority Programmes	86 596	169 894	139 504	120 230	103 044	103 044	130 925	127 791	134 181
3. Royal Household	59 409	61 367	67 896	54 211	61 337	61 337	57 604	60 702	63 737
4. Heritage	53 850	57 531	55 821	67 571	97 819	97 819	69 640	71 543	75 120
Total	243 689	339 135	310 281	299 600	298 388	298 388	325 629	327 916	344 312
Unauth. Exp. (1st charge) not available for spending	(3 767)	(1 800)	(2 500)	(2 500)	(2 500)	(2 500)	(2 500)	(2 194)	-
Baseline available for spending after 1st charge	239 922	337 335	307 781	297 100	295 888	295 888	323 129	325 722	344 312

Table 1.20 : Summary of payments and estimates by economic classification: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Current payments	192 267	268 693	241 831	234 945	223 012	223 012	246 985	249 692	264 480
Compensation of employees	62 655	103 370	72 776	91 443	56 874	56 874	76 807	79 107	83 062
Goods and services	129 612	165 323	169 055	143 502	166 138	166 138	170 178	170 585	181 418
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	35 581	37 594	45 269	54 561	54 874	54 874	66 313	67 913	71 310
Provinces and municipalities	-	28	3	10	10	10	10	11	12
Departmental agencies and accounts	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	4 226	4 226	-	-	-
Households	224	606	871	145	146	146	7 911	8 330	8 747
Payments for capital assets	12 074	30 880	20 662	7 594	18 002	18 002	9 831	8 117	8 522
Buildings and other fixed structures	2 527	12 738	15 391	1 063	8 863	8 863	3 212	1 871	1 965
Machinery and equipment	1 557	851	924	1 531	1 139	1 139	2 619	2 034	2 136
Heritage assets	1 722	10 794	4 347	5 000	8 000	8 000	4 000	4 212	4 421
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	6 268	6 497	-	-	-	-	-	-	-
Payments for financial assets	3 767	1 968	2 519	2 500	2 500	2 500	2 500	2 194	-
Total	243 689	339 135	310 281	299 600	298 388	298 388	325 629	327 916	344 312
Unauth. Exp. (1st charge) not available for spending	(3 767)	(1 800)	(2 500)	(2 500)	(2 500)	(2 500)	(2 500)	(2 194)	-
Baseline available for spending after 1st charge	239 922	337 335	307 781	297 100	295 888	295 888	323 129	325 722	344 312

It must be noted that, following the signing of the proclamation to amalgamate Vote 1 and Vote 10, as previously mentioned, Programme 3 now makes provision for a sub-programme for the Royal Household. The baseline available for Programme 3 has been reduced by the first charge (shown below the total line) that was imposed on Vote 10. Previous year figures have been adjusted for comparative purposes.

The growth against the Provincial Policy Management sub-programme relates to the phasing in of the PPC. The increase in 2012/13 is a result of an additional R10 million that was received for the Nerve Centre. Although there was additional funding in 2013/14 to cater for the African Economic Expansion Summit that was hosted in KZN during March 2014, the budget decreased. The decrease in the 2014/15

Adjusted Appropriation was a result of a virement from the programme to other programmes to offset spending pressures. There is constant growth over the 2015/16 MTEF.

The sub-programme: Premier's Priority Programmes was high in 2012/13 is as a result of additional funding of R5 million for OSS projects, R5 million for the African Renaissance project, as well as R34.080 million for the stipends of the youth ambassadors and a once-off R20 million in respect of the SANDF training of the youth ambassadors. Additional funding was also received for the African Renaissance project, which is a carry-through from 2012/13, the OSS Diakonia Council of Churches, as well as the Inkululeko Development Programme as part of the OSS initiatives. As mentioned, the Youth Ambassadors' programme has been discontinued and a new Youth chief directorate has been established, accounting for the decrease in the 2014/15 Main Appropriation. The further decrease in the 2014/15 Adjusted Appropriation is attributed to the fact that an amount of R14 million to cater for OSS was suspended and re-allocated in 2015/16, accounting for the increase in 2015/16.

The sub-programme: Royal Household is new to this programme and the department following the proclamation to combine Votes 1 and 10. As such, the former Vote 10 is now a sub-programme under Vote 1. Royal Household (including the RHT) received additional funding in 2011/12 for renovations and maintenance of Royal Residences, which came to an end in 2013/14, in line with project requirements. The increase in 2013/14 relates to the fact that there was a saving of R2.300 million, being the saving from the non-filling of certain posts pending the transfer of staff to the RHT. There is steady growth over the 2015/16 MTEF. As mentioned, the proclamation to amalgamate the OTP and DRH was signed and implemented with effect from 1 April 2015. As such, DRH and RHT now fall under the auspices of the OTP, including the transfer of staff thereof. As previously mentioned, DRH has a first charge that must be honoured over the 2015/16 MTEF, as shown in the table.

The spending against the sub-programme: Heritage in 2011/12 can be attributed to the fact that the department reprioritised substantial funding to the sub-programme: Premier's Priority Programmes for once-off OSS projects, resulting in the substantial increase from 2011/12 to 2012/13 in respect of the Heritage sub-programme. An amount of R1.500 million was allocated in 2013/14 for Amafa for the procurement of once-off capital requirements associated with their turnaround strategy. A further once-off additional funding of R3.059 million was allocated to Amafa in 2014/15 for its application to attain World Heritage status for the Emakhosini Valley. The significant increase in the 2014/15 Adjusted Appropriation was a result of once-off additional funds mainly to cater for projects such as St. Helena Prisoners of War, Isandlwana and Heroes Acre projects, 20 years of democracy celebrations, as well as procurement of once-off capital requirements associated with Amafa's turnaround strategy, accounting for the decrease in 2015/16. Also, in 2014/15, additional funds were reprioritised from within the department to Amafa for the purchase of vehicles and salary related costs. The budget grows steadily over the 2015/16 MTEF.

The substantial increase in *Compensation of employees* from 2012/13 onward is due to the additional funding for the Youth Ambassadors' programme. The decrease from 2013/14 is a result of the reduction in the appointment of youth ambassadors, which will see their numbers being brought down from 3 024 to zero from 2014/15 and over the MTEF, as the department has decided to do away with the programme but instead has established a Youth chief directorate. The significant increase over the 2015/16 MTEF is attributed to the OTP's external bursaries, which are now housed under the Youth chief directorate.

The spending against *Goods and services* includes the carry-through costs of additional funding for the Youth Ambassadors' programme, as well as additional funding for the PPC and the Nerve Centre. The increase in 2012/13 is a result of additional funding for the youth ambassadors' training by SANDF. The increase in 2013/14 relates to additional funding for the National Choral Music Awards ceremony, Crown Gospel Awards, OSS Diakonia Council of Churches, African Economic Expansion Summit, OSS, roll-over in respect of Premier's Parkside residence and Zimele. This accounts for the significant reduction from 2014/15. There is steady growth over the 2015/16 MTEF.

The transfers to Amafa and RHT account for the amounts against *Transfers and subsidies to: Departmental agencies and accounts*. The increase in 2013/14 was because of the additional funding for the procurement of once-off capital requirements related to Amafa's turnaround strategy. In 2014/15, Amafa received additional funding for the turnaround strategy, once-off capital requirements, as well as

funds to apply for World Heritage status for the Emakhosini Valley. The decrease in the 2014/15 Adjusted Appropriation was mainly due to the shift of funds to the department in respect of the RHT allocation. This shift related to the fact that the department continued to pay salaries for the staff who are performing functions on behalf of RHT, pending the finalisation of negotiations with organised labour.

An amount of R4.226 million against *Transfers and subsidies to: Non-profit institutions* was allocated to the department in the 2014/15 Adjusted Appropriation, being the province's contribution to the construction of the Denis Hurley Centre in Durban.

The budget against *Households* increases significantly over the 2015/16 MTEF due to the fact that OTP's external bursaries now reside in the Youth chief directorate against this programme. The significant increase in the 2014/15 Adjusted Appropriation is attributed to the additional funding of R7.800 million to the Royal Household to offset spending pressures related to its infrastructure projects such as the refurbishment and additions at Ingwavuma Palace, office renovations, and paving at Khetha Palace that were not adequately budgeted for.

Buildings and other fixed structures caters for the rehabilitation of the Royal Household palaces.

The amounts against *Machinery and equipment* from 2011/12 onward are attributable to the purchase of office furniture and computer equipment for newly appointed staff. The decrease in 2012/13 is as a result of funds reprioritised within *Payments for capital assets* for the Nerve Centre. The substantial increase over the 2015/16 MTEF is due to the phased-in approach of the department with regard to purchasing machinery and equipment.

The 2011/12 amount against *Heritage assets* relates to the erection of 10 plaques in all districts in KZN commemorating the arrival of the Indian indentured labourers in KZN, and the erection of a wall of remembrance and tombstones for the victims of the Mahhehle massacre. The increase in 2012/13 is a result of the building of wax statues to honour former ANC Presidents and King Shaka in various sites in KZN. The 2013/14 amount caters for the erection of 18 historical graves and the building of six memorials or monuments. The increase in the 2014/15 Adjusted Appropriation can be ascribed to internal reprioritisation to fund the Heroes Acre and Isandlwana projects, as well as the roll-over in respect of the St Helena Prisoners of war. The amounts over the 2015/16 MTEF include the budget for heritage events, as well as unveilings, walls of remembrance and erection of tombstones, as identified by the Premier. The budget grows steadily over the seven-year period except for a dip in 2015/16.

The 2011/12 and 2012/13 amounts against *Software and other intangible assets* relate to funds allocated for the Nerve Centre. No funds have been allocated over the 2015/16 MTEF because, at this stage, all the required software has been purchased for the Nerve Centre. The necessary adjustments will be made in-year should any further purchases be required.

Payments for financial assets relates to losses written-off, as well as the first charge, as mentioned earlier.

Service delivery measures – Programme 3: Policy and Governance

Table 1.21 below provides information on the service delivery measures pertaining to Programme 3. It is noted that the OTP sector has not yet agreed on standardised service delivery measures. The OTP reworded some existing measures and also introduced several new performance indicators from 2013/14 onward. Note that only a few main measures are reflected below, and the full set of measures is detailed in the department's APP.

Table 1.21 : Service delivery measures – Programme 3: Policy and Governance

Outputs	Performance indicators	Estimated performance	Medium-term targets			
		2014/15	2015/16	2016/17	2017/18	
1.	Provincial Policy Management					
1.1	Macro Policy Development and Co-ordination					
1.1.1	Policy audit reports	• No. of policy audit reports	2	2	2	2

Table 1.21 : Service delivery measures – Programme 3: Policy and Governance

Outputs	Performance indicators	Estimated performance		Medium-term targets		
		2014/15	2015/16	2016/17	2017/18	
2. Premier's Priority Programmes						
2.1	Effective and efficient stakeholder engagement co-ordination (strategic partnerships, community outreach)	• No. of provincial stakeholder Forum meetings	4	4	4	4
2.2	Youth development and empowerment	• No. of updated annual business plans on youth development programmes	Youth strategy draft refined and programme drafted	1	1	1
2.3	Youth forum co-ordination reports	• No. of quarterly monitoring reports on youth forums establishment and supported	4	4	4	4
2.4	Strategic partnership forums	• No. of forum meetings with each sector 1 x NGO, 1 x business 1x Traditional Authority 1 x Religious sector	4	4	4	4
3. King's Support and Royal Household						
3.1	<i>Amakhosi</i> installed	• No. of <i>Amakhosi</i> installed statutorily	5	5	5	5
4. Heritage						
4.1	Awareness	• No. of heritage profiling events	4	6	8	10
4.2	Heritage memory infrastructure developed	• No. of monuments or memorials erected	4	6	8	10
4.3	Monitoring reports on Amafa Council performance	• No. of Amafa monitoring reports	4	3	3	3

7. Other programme information

7.1 Personnel numbers and costs

Tables 1.22 and 1.23 reflect the personnel estimates for the OTP, per programme, as well as a further breakdown of categories of personnel, as at 31 March 2012 to 31 March 2018.

The Finance component incorporates financial and management accounting services and supply chain management.

It must be noted that, although personnel numbers seem to be decreasing, this is because the department has decided not to continue with the Youth Ambassadors programme, hence no youth ambassadors in 2014/15 and over the 2015/16 MTEF. However, the actual permanent personnel are increasing as a result of the organisational structure increase by 227 posts, as well as the fact that Vote 1 and 10 have now amalgamated. The number of employees to be transferred from Vote 10 is still to be determined as negotiations with all stakeholders including labour unions are still ongoing.

The department is anticipating all posts to be filled by 2017/18, using a phased-in approach.

Table 1.22 : Personnel numbers and costs by programme

Personnel numbers	As at 31 March 2012	As at 31 March 2013	As at 31 March 2014	As at 31 March 2015	As at 31 March 2016	As at 31 March 2017	As at 31 March 2018
1. Administration	165	165	167	182	103	115	119
2. Institutional Development	157	157	157	197	234	266	301
3. Policy and Governance	1 548	3 135	2 077	92	185	205	235
of which Youth ambassadors	1 437	3 024	1 966	-	-	-	-
Total	1 870	3 457	2 401	471	522	586	655
Total personnel cost (R thousand)	172 688	232 908	213 622	217 008	262 949	272 980	286 629
Unit cost (R thousand)	92	67	89	461	504	466	438

Table 1.23 : Summary of departmental personnel numbers and costs by component

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Total for the department									
Personnel numbers (head count)	1 870	3 457	2 401	488	471	471	522	586	655
Personnel cost (R thousands)	172 688	232 908	213 622	254 155	217 008	217 008	262 949	272 980	286 629
Human resources component									
Personnel numbers (head count)	27	19	114	114	114	114	237	270	304
Personnel cost (R thousands)	4 805	4 474	48 017	44 115	44 115	44 115	60 445	61 684	64 768
Head count as % of total for department	1.44	0.55	4.75	23.36	24.20	24.20	45.40	46.08	46.41
Personnel cost as % of total for department	2.78	1.92	22.48	17.36	20.33	20.33	22.99	22.60	22.60
Finance component									
Personnel numbers (head count)	101	105	105	105	105	105	85	115	151
Personnel cost (R thousands)	22 926	62 725	26 295	42 000	42 000	42 000	26 970	25 591	26 871
Head count as % of total for department	5.40	3.04	4.37	21.52	22.29	22.29	16.28	19.62	23.05
Personnel cost as % of total for department	13.28	26.93	12.31	16.53	19.35	19.35	10.26	9.37	9.37
Full time workers									
Personnel numbers (head count)	433	433	435	488	471	471	522	586	655
Personnel cost (R thousands)	146 788	170 554	166 984	254 155	217 008	217 008	262 949	272 980	286 629
Head count as % of total for department	23.16	12.53	18.12	100.00	100.00	100.00	100.00	100.00	100.00
Personnel cost as % of total for department	85.00	73.23	78.17	100.00	100.00	100.00	100.00	100.00	100.00
Part-time workers									
Personnel numbers (head count)	-	-	-	-	-	-	-	-	-
Personnel cost (R thousands)	-	-	-	-	-	-	-	-	-
Head count as % of total for department	-	-	-	-	-	-	-	-	-
Personnel cost as % of total for department	-	-	-	-	-	-	-	-	-
Contract workers									
Personnel numbers (head count)	1 437	3 024	1 966	-	-	-	-	-	-
Personnel cost (R thousands)	25 900	62 354	46 638	-	-	-	-	-	-
Head count as % of total for department	76.84	87.47	81.88	-	-	-	-	-	-
Personnel cost as % of total for department	15.00	26.77	21.83	-	-	-	-	-	-

Contract workers consist of the Premier's special advisors, as well as other employees employed on a contractual basis, including personnel required for special programmes. From 2011/12 to 2013/14, the hike in contract worker numbers was mainly in respect of the youth ambassadors, which have since been ceased.

The department anticipates filling vacant posts in 2014/15 and over the 2015/16 MTEF. This also corresponds with the increase in the allocation for *Compensation of employees* over the period. The department anticipates filling all 655 posts on the establishment by the end of 2017/18 in line with the revised organogram.

It must be noted that the decrease in Personnel in Programme 1 is offset by the increase in Programme 2, as the department has undertaken structure changes in an effort to align the financial and organisational structures, as previously mentioned. Also, the staff in Programme 3 has increased because of new sub-programmes such as the Youth chief directorate, as well as the Royal Household.

7.2 Training

Tables 1.24 and 1.25 reflect payments and estimates on training per programme, providing actual and estimated expenditure on training for the period 2011/12 to 2014/15 and budgeted expenditure for the period 2015/16 to 2017/18. The department is required by the Skills Development Act to budget at least one per cent of its salary expense for staff training. The department has set aside one per cent of the total personnel costs in this regard. The training needs will be reviewed on an ongoing basis. This requirement gives credence to government policy on human resource development.

The budget increases steadily over the 2015/16 MTEF, as it is deemed necessary to train new appointees, as well as to develop and re-skill existing staff in line with the revised strategies of the department, where appropriate. The peak in 2012/13 includes the R20 million allocated for the youth ambassador training by SANDF. The department has since decided not to continue with the Youth Ambassadors' programme.

Table 1.24 : Payments on training by programme

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
1. Administration	54	148	351	802	877	877	480	742	779
Subsistence and travel	-	-	-	-	-	-	-	-	-
Payments on tuition	-	-	-	-	-	-	-	-	-
Other	54	148	351	802	877	877	480	742	779
2. Institutional Development	764	1 261	2 756	5 198	4 348	4 348	6 297	5 914	6 210
Subsistence and travel	-	-	-	-	-	-	-	-	-
Payments on tuition	-	-	-	-	-	-	-	-	-
Other	764	1 261	2 756	5 198	4 348	4 348	6 297	5 914	6 210
3. Policy and Governance	135	27 139	18	821	691	691	1 014	745	783
Subsistence and travel	-	-	-	-	-	-	-	-	-
Payments on tuition	-	-	-	-	-	-	-	-	-
Other	135	27 139	18	821	691	691	1 014	745	783
Total	953	28 548	3 125	6 821	5 916	5 916	7 791	7 401	7 772

Table 1.25 : Information on training: Office of the Premier

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
Number of staff	1 870	3 457	2 401	488	471	471	522	586	655
Number of personnel trained	225	106	136	160	160	160	150	160	170
of which									
Male	90	39	44	55	55	55	45	50	55
Female	135	67	92	105	105	105	105	110	115
Number of training opportunities	212	18	106	20	20	20	22	32	34
of which									
Tertiary	-	-	-	-	-	-	-	-	-
Workshops	12	12	-	14	14	14	14	19	20
Seminars	15	6	-	6	6	6	8	13	14
Other	185	-	106	-	-	-	-	-	-
Number of bursaries offered	30	45	45	-	-	-	-	-	-
Number of interns appointed	24	38	38	36	48	48	38	43	45
Number of learnerships appointed	-	-	-	-	-	-	-	-	-
Number of days spent on training	-	-	-	-	-	-	-	-	-

The increase in the number of training opportunities reflected from 2011/12 onwards is due to the appointment of a skills development facilitator who ensured that training gaps identified in the Personal Development Plans were dealt with, resulting in increased training opportunities. This is also reflected over the 2015/16 MTEF.

ANNEXURE – VOTE 1: OFFICE OF THE PREMIER

Table 1.A : Details of departmental receipts: Office of the Premier

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
Tax receipts	-	-	-	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-	-	-	-
Sale of goods and services other than capital assets	172	170	191	257	257	256	230	245	258
Sale of goods and services produced by dept. (excl. capital assets)	172	170	191	257	257	256	230	245	258
Sales by market establishments	1	-	2	37	37	(8)	-	-	-
Administrative fees	-	-	-	-	-	-	-	-	-
Other sales	171	170	189	220	220	264	230	245	258
<i>Of which</i>									
Housing rent recoveries	8	-	-	-	-	-	-	-	-
Serv rend: Commission Insurance	163	170	160	185	185	185	190	201	212
Sales: Dept publications	-	-	-	35	35	35	40	44	46
Sale of scrap, waste, arms and other used current goods (excl. capital assets)	-	-	-	-	-	-	-	-	-
Transfers received from:	-	-	-	-	-	-	-	-	-
Other governmental units	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments	-	-	-	-	-	-	-	-	-
International organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households and non-profit institutions	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	-	5	4	1	1	2	1	1	1
Interest	-	5	4	1	1	2	1	1	1
Dividends	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Sale of capital assets	688	180	554	300	300	300	270	287	311
Land and sub-soil assets	-	180	-	-	-	-	-	-	-
Other capital assets	688	-	554	300	300	300	270	287	311
Transactions in financial assets and liabilities	99	567	157	30	30	333	35	40	42
Total	959	922	906	588	588	891	536	573	612

Table 1.B : Payments and estimates by economic classification: Office of the Premier

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2011/12	2012/13	2013/14	Appropriation	Appropriation	Estimate	2015/16	2016/17	2017/18
Current payments	449 835	570 960	605 567	645 133	616 887	616 887	642 487	645 400	679 973
Compensation of employees	172 688	232 908	213 622	254 155	217 008	217 008	262 949	272 980	286 629
Salaries and wages	156 062	214 574	193 423	233 170	199 621	199 621	228 395	239 896	251 890
Social contributions	16 626	18 334	20 199	20 985	17 387	17 387	34 554	33 084	34 739
Goods and services	277 147	338 052	391 945	390 978	399 879	399 879	379 538	372 420	393 345
Administrative fees	1 648	2 033	1 160	2 829	2 712	2 712	15 997	16 633	17 461
Advertising	20 752	17 926	60 668	32 414	29 446	31 161	43 587	45 575	47 854
Assets less than the capitalisation threshold	1 012	794	1 124	16 920	6 493	6 493	4 494	3 546	3 723
Audit cost: External	4 577	4 380	5 197	3 620	4 071	4 071	3 697	4 413	4 632
Bursaries: Employees	287	127	77	680	680	680	902	978	1 027
Catering: Departmental activities	7 724	7 125	18 275	16 663	25 441	25 441	20 001	23 613	24 793
Communication (G&S)	9 621	10 467	10 627	12 972	11 658	11 658	13 882	14 093	14 798
Computer services	24 963	36 824	30 511	52 560	41 671	41 671	55 313	41 620	43 701
Cons & prof serv: Business and advisory services	27 138	74 569	70 517	78 404	66 333	54 077	45 563	41 271	43 336
Cons & prof serv: Infras and planning	764	-	-	-	1 000	-	-	-	-
Cons & prof serv: Laboratory services	-	-	-	-	-	-	-	-	-
Cons & prof serv: Scientific and tech services	-	-	-	-	-	9 660	-	-	-
Cons & prof serv: Legal costs	358	74	333	311	207	207	297	314	330
Contractors	36 674	24 905	76 280	60 212	69 645	70 580	45 095	50 026	52 528
Agency and support / outsourced services	21 375	17 491	1 661	7 210	2 820	3 042	4 600	4 874	5 119
Entertainment	969	374	1 273	980	1 040	980	930	979	1 028
Fleet services (incl. gov motor transport)	2 286	2 965	4 362	3 285	3 259	4 043	3 445	3 632	3 814
Housing	-	-	10	50	50	50	36	38	40
Inventory: Clothing material and accessories	-	-	20	-	-	-	-	-	-
Inventory: Farming supplies	-	-	59	-	-	-	-	-	-
Inventory: Food and food supplies	2 783	1 907	63	25	25	25	7	7	7
Inventory: Fuel, oil and gas	1 038	38	2	110	110	110	115	121	127
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	446	382	34	-	-	-	-	-	-
Inventory: Medical supplies	35	13	-	-	-	-	-	-	-
Inventory: Medicine	55	-	-	-	-	-	-	-	-
Medgas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	780	-	-	-	-	-	-	-
Consumable supplies	2 464	356	2 171	3 104	3 370	3 370	3 044	3 686	3 871
Consumable: Stationery, printing and office supplies	8 302	7 953	8 104	6 479	6 473	6 563	7 982	7 758	8 146
Operating leases	14 041	11 656	11 924	11 022	11 453	11 453	11 939	12 286	12 900
Property payments	12 526	16 274	10 726	11 193	12 808	12 718	9 659	10 268	10 781
Transport provided: Departmental activity	8 923	7 188	16 728	10 755	19 862	19 862	17 117	19 128	20 086
Travel and subsistence	39 272	33 103	35 711	42 922	45 600	45 600	52 635	50 122	54 931
Training and development	953	28 548	3 125	6 821	5 916	5 916	7 791	7 401	7 772
Operating payments	3 431	3 509	252	831	1 175	1 175	1 341	1 104	1 159
Venues and facilities	22 678	26 198	20 932	8 606	25 457	26 561	10 069	8 934	9 381
Rental and hiring	52	93	19	-	1 104	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	55 549	80 880	71 623	76 544	84 269	84 269	67 411	69 034	72 487
Provinces and municipalities	21	15 063	19	23	49	49	60	65	69
Provinces	21	63	19	23	49	49	60	65	69
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	21	63	19	23	49	49	60	65	69
Municipalities	-	15 000	-	-	-	-	-	-	-
Municipalities	-	15 000	-	-	-	-	-	-	-
Municipal agencies and funds	-	15 000	-	-	-	-	-	-	-
Departmental agencies and accounts	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	12 000	8 030	-	-	4 226	4 226	-	-	-
Households	8 171	20 827	27 209	22 115	29 502	29 502	8 959	9 397	9 867
Social benefits	224	606	1 021	148	149	146	7 914	8 333	8 750
Other transfers to households	7 947	20 221	26 188	21 967	29 353	29 356	1 045	1 064	1 117
Payments for capital assets	14 971	43 959	41 353	27 193	41 456	41 456	30 816	30 306	31 820
Buildings and other fixed structures	2 527	12 743	24 272	16 760	24 560	24 560	19 629	19 299	20 264
Buildings	-	-	8 881	15 697	15 697	15 697	15 690	16 522	17 348
Other fixed structures	2 527	12 743	15 391	1 063	8 863	8 863	3 939	2 777	2 916
Machinery and equipment	4 454	6 888	12 734	5 373	8 836	8 816	6 925	6 380	6 699
Transport equipment	1 234	2 126	5 129	2 245	2 245	1 245	2 821	2 972	3 121
Other machinery and equipment	3 220	4 762	7 605	3 128	6 591	7 571	4 104	3 408	3 578
Heritage assets	1 722	10 794	4 347	5 000	8 000	8 020	4 200	4 462	4 684
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	7 018	-	-	-	-	-	-	-
Software and other intangible assets	6 268	6 516	-	60	60	60	62	165	173
Payments for financial assets	3 774	1 996	2 531	2 500	2 500	2 500	2 500	2 194	-
Total	524 129	697 795	721 074	751 370	745 112	745 112	743 214	746 934	784 281
Unauth. Exp. (1st charge) not available for spending	(3 767)	(1 800)	(2 500)	(2 500)	(2 500)	(2 500)	(2 500)	(2 194)	-
Baseline available for spending after 1st charge	520 362	695 995	718 574	748 870	742 612	742 612	740 714	744 740	784 281

Table 1.C : Payments and estimates by economic classification: Administration

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2011/12	2012/13	2013/14	Appropriation	Appropriation	Estimate	2015/16	2016/17	2017/18
Current payments	108 038	137 133	170 409	201 468	189 370	189 370	118 013	102 600	107 730
Compensation of employees	50 837	56 799	63 500	78 696	78 351	78 351	63 968	65 548	68 825
Salaries and wages	45 470	51 014	57 210	69 800	69 100	69 100	55 254	57 295	60 160
Social contributions	5 367	5 785	6 290	8 896	9 251	9 251	8 714	8 253	8 666
Goods and services	57 201	80 334	106 909	122 772	111 019	111 019	54 045	37 052	38 905
Administrative fees	599	456	277	574	498	498	986	1 515	1 591
Advertising	1 354	1 306	140	502	502	502	280	321	337
Assets less than the capitalisation threshold	373	287	376	773	1 215	1 215	672	610	641
Audit cost: External	2 668	2 969	2 868	2 300	2 751	2 751	2 497	2 649	2 781
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	1 919	2 703	3 461	3 017	4 886	4 886	2 305	1 890	1 985
Communication (G&S)	4 804	3 800	4 325	5 233	3 861	3 861	535	573	602
Computer services	36	1 869	7 263	8 065	8 364	8 364	22 061	4 942	5 189
Cons & prof serv: Business and advisory services	1 454	24 710	22 416	38 941	31 309	29 937	2 269	2 045	2 147
Cons & prof serv: Infras and planning	-	-	-	-	-	-	-	-	-
Cons & prof serv: Laboratory services	-	-	-	-	-	-	-	-	-
Cons & prof serv: Scientific and tech services	-	-	-	-	-	-	-	-	-
Cons & prof serv: Legal costs	333	2	-	106	106	106	112	118	124
Contractors	5 862	2 408	24 748	20 319	12 850	14 340	1 984	1 600	1 680
Agency and support / outsourced services	2 171	1 679	27	5 000	118	60	-	-	-
Entertainment	-	-	-	-	60	-	-	-	-
Fleet services (incl. govt motor transport)	2 286	2 964	2 962	3 163	3 137	3 137	1	2	2
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	370	552	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	7	10	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	56	28	32	-	-	-	-	-	-
Inventory: Medical supplies	2	1	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	64	209	394	961	972	972	671	735	772
Consumable: Stationery, printing and office supplies	1 725	2 152	1 470	2 138	2 254	2 254	2 634	2 208	2 318
Operating leases	8 370	9 568	10 136	8 574	8 861	8 861	1 557	1 598	1 678
Property payments	7 782	8 500	7 137	7 942	9 067	9 067	835	878	922
Transport provided: Departmental activity	135	392	527	170	2 170	2 170	150	160	168
Travel and subsistence	10 005	11 342	16 005	13 155	15 012	15 012	13 499	13 800	14 490
Training and development	54	148	351	802	877	877	480	742	779
Operating payments	328	222	34	37	46	46	7	8	8
Venues and facilities	4 392	2 040	1 960	1 000	2 103	2 103	510	658	691
Rental and hiring	52	17	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	892	16 227	1 063	1 333	1 704	1 704	1 045	1 064	1 117
Provinces and municipalities	21	15 035	16	13	39	39	-	-	-
Provinces	21	35	16	13	39	39	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	21	35	16	13	39	39	-	-	-
Municipalities	-	15 000	-	-	-	-	-	-	-
Municipalities	-	15 000	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	871	1 192	1 047	1 320	1 665	1 665	1 045	1 064	1 117
Social benefits	-	-	-	-	-	-	-	-	-
Other transfers to households	871	1 192	1 047	1 320	1 665	1 665	1 045	1 064	1 117
Payments for capital assets	1 825	3 003	13 468	3 189	6 639	6 639	1 079	1 137	1 194
Buildings and other fixed structures	-	5	6 881	697	697	697	-	120	126
Buildings	-	-	6 881	697	697	697	-	-	-
Other fixed structures	-	5	-	-	-	-	-	120	126
Machinery and equipment	1 825	2 985	6 587	2 492	5 942	5 942	1 079	917	963
Transport equipment	1 234	1 721	4 428	1 000	1 000	-	-	-	-
Other machinery and equipment	591	1 264	2 159	1 492	4 942	5 942	1 079	917	963
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	13	-	-	-	-	-	100	105
Payments for financial assets	6	-	-	-	-	-	-	-	-
Total	110 761	156 363	184 940	205 990	197 713	197 713	120 137	104 801	110 041

Table 1.D : Payments and estimates by economic classification: Institutional Development

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2011/12	2012/13	2013/14	Appropriation	Appropriation	Estimate	2015/16	2016/17	2017/18
Current payments	149 530	165 134	193 327	208 720	204 505	204 505	277 489	293 108	307 763
Compensation of employees	59 196	72 739	77 346	84 016	81 783	81 783	122 174	128 325	134 741
Salaries and wages	52 391	64 708	68 582	77 260	75 230	75 230	106 819	111 984	117 583
Social contributions	6 805	8 031	8 764	6 756	6 553	6 553	15 355	16 341	17 158
Goods and services	90 334	92 395	115 981	124 704	122 722	122 722	155 315	164 783	173 022
Administrative fees	587	594	311	742	866	866	930	1 774	1 863
Advertising	15 185	14 950	48 611	28 944	23 256	24 971	37 925	39 482	41 456
Assets less than the capitalisation threshold	457	416	632	1 298	1 561	1 561	2 332	2 116	2 222
Audit cost: External	-	-	-	-	-	-	-	-	-
Bursaries: Employees	287	127	77	400	400	400	702	748	785
Catering: Departmental activities	2 008	2 588	6 558	7 936	6 011	6 011	6 500	9 629	10 110
Communication (G&S)	3 578	5 271	5 631	5 776	5 814	5 814	11 422	11 541	12 118
Computer services	7 418	11 015	9 926	17 745	17 445	17 445	27 953	27 531	28 908
Cons & prof serv: Business and advisory services	12 238	14 275	2 103	8 245	15 440	4 579	815	870	914
Cons & prof serv: Infras and planning	-	-	-	-	-	-	-	-	-
Cons & prof serv: Laboratory services	-	-	-	-	-	-	-	-	-
Cons & prof serv: Scientific and tech services	-	-	-	-	-	9 660	-	-	-
Cons & prof serv: Legal costs	25	72	333	205	101	101	185	196	206
Contractors	10 204	4 574	5 618	22 209	19 535	18 237	11 518	14 586	15 315
Agency and support / outsourced services	5 143	4 020	1 521	580	1 072	1 072	900	1 014	1 065
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (incl. govt motor transport)	-	-	-	2	2	786	3 334	3 514	3 690
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	526	381	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	176	28	-	-	-	-	-	-	-
Inventory: Medical supplies	31	10	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	165	144	1 022	991	951	951	724	1 218	1 279
Consumable: Stationery, printing and office supplies	3 996	3 000	4 167	2 250	2 386	2 476	2 683	2 987	3 136
Operating leases	5 118	1 523	1 320	1 576	1 670	1 670	9 334	9 575	10 054
Property payments	3 655	6 947	3 525	3 201	2 691	2 601	8 764	9 285	9 749
Transport provided: Departmental activity	2 080	2 546	4 385	3 055	2 214	2 214	2 138	2 435	2 557
Travel and subsistence	10 768	10 384	10 683	13 351	14 056	14 056	18 451	18 603	19 533
Training and development	764	1 261	2 756	5 198	4 348	4 348	6 297	5 914	6 210
Operating payments	885	769	65	40	40	40	49	36	38
Venues and facilities	5 040	7 454	6 718	960	1 759	2 863	2 359	1 729	1 815
Rental and hiring	-	46	19	-	1 104	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	19 076	27 059	25 291	20 650	27 691	27 691	53	57	60
Provinces and municipalities	-	-	-	-	-	-	50	54	57
Provinces	-	-	-	-	-	-	50	54	57
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	50	54	57
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	12 000	8 030	-	-	-	-	-	-	-
Households	7 076	19 029	25 291	20 650	27 691	27 691	3	3	3
Social benefits	-	-	150	3	3	-	3	3	3
Other transfers to households	7 076	19 029	25 141	20 647	27 688	27 691	-	-	-
Payments for capital assets	1 072	10 076	7 223	16 410	16 815	16 815	19 906	21 052	22 105
Buildings and other fixed structures	-	-	2 000	15 000	15 000	15 000	16 417	17 308	18 173
Buildings	-	-	2 000	15 000	15 000	15 000	15 690	16 522	17 348
Other fixed structures	-	-	-	-	-	-	727	786	825
Machinery and equipment	1 072	3 052	5 223	1 350	1 755	1 735	3 227	3 429	3 600
Transport equipment	-	-	-	-	-	-	1 500	1 580	1 659
Other machinery and equipment	1 072	3 052	5 223	1 350	1 755	1 735	1 727	1 849	1 941
Heritage assets	-	-	-	-	-	20	200	250	263
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	7 018	-	-	-	-	-	-	-
Software and other intangible assets	-	6	-	60	60	60	62	65	68
Payments for financial assets	1	28	12	-	-	-	-	-	-
Total	169 679	202 297	225 853	245 780	249 011	249 011	297 448	314 217	329 928

Table 1.E : Payments and estimates by economic classification: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
Current payments	192 267	268 693	241 831	234 945	223 012	223 012	246 985	249 692	264 480
Compensation of employees	62 655	103 370	72 776	91 443	56 874	56 874	76 807	79 107	83 062
Salaries and wages	58 201	98 852	67 631	86 110	55 291	55 291	66 322	70 617	74 147
Social contributions	4 454	4 518	5 145	5 333	1 583	1 583	10 485	8 490	8 915
Goods and services	129 612	165 323	169 055	143 502	166 138	166 138	170 178	170 585	181 418
Administrative fees	462	983	572	1 513	1 348	1 348	14 081	13 344	14 008
Advertising	4 213	1 670	11 917	2 968	5 688	5 688	5 382	5 772	6 061
Assets less than the capitalisation threshold	182	91	116	14 849	3 717	3 717	1 490	820	861
Audit cost: External	1 909	1 411	2 329	1 320	1 320	1 320	1 200	1 764	1 851
Bursaries: Employees	-	-	-	280	280	280	200	230	242
Catering: Departmental activities	3 797	1 834	8 256	5 710	14 544	14 544	11 196	12 094	12 698
Communication (G&S)	1 239	1 396	671	1 963	1 983	1 983	1 925	1 979	2 078
Computer services	17 509	23 940	13 322	26 750	15 862	15 862	5 299	9 147	9 604
Cons & prof serv: Business and advisory services	13 446	35 584	45 998	31 218	19 584	19 584	42 479	38 356	40 275
Cons & prof serv: Infras and planning	764	-	-	-	1 000	-	-	-	-
Cons & prof serv: Laboratory services	-	-	-	-	-	-	-	-	-
Cons & prof serv: Scientific and tech services	-	-	-	-	-	-	-	-	-
Cons & prof serv: Legal costs	-	-	-	-	-	-	-	-	-
Contractors	20 608	17 923	45 914	17 684	37 260	38 003	31 593	33 840	35 533
Agency and support / outsourced services	14 061	11 792	113	1 630	1 630	1 910	3 700	3 860	4 054
Entertainment	969	374	1 273	980	980	980	930	979	1 028
Fleet services (incl. govt motor transport)	-	1	1 400	120	120	120	110	116	122
Housing	-	-	10	50	50	50	36	38	40
Inventory: Clothing material and accessories	-	-	20	-	-	-	-	-	-
Inventory: Farming supplies	-	-	59	-	-	-	-	-	-
Inventory: Food and food supplies	1 887	974	63	25	25	25	7	7	7
Inventory: Fuel, oil and gas	1 031	28	2	110	110	110	115	121	127
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	214	326	2	-	-	-	-	-	-
Inventory: Medical supplies	2	2	-	-	-	-	-	-	-
Inventory: Medicine	55	-	-	-	-	-	-	-	-
Medcas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	780	-	-	-	-	-	-	-
Consumable supplies	2 235	3	755	1 152	1 447	1 447	1 649	1 733	1 820
Consumable: Stationery, printing and office supplies	2 581	2 801	2 467	2 091	1 833	1 833	2 665	2 563	2 691
Operating leases	553	565	468	872	922	922	1 048	1 113	1 168
Property payments	1 089	827	64	50	1 050	1 050	60	105	110
Transport provided: Departmental activity	6 708	4 250	11 816	7 530	15 478	15 478	14 829	16 533	17 361
Travel and subsistence	18 499	11 377	9 023	16 416	16 532	16 532	20 685	17 719	20 908
Training and development	135	27 139	18	821	691	691	1 014	745	783
Operating payments	2 218	2 518	153	754	1 089	1 089	1 285	1 060	1 113
Venues and facilities	13 246	16 704	12 254	6 646	21 595	21 595	7 200	6 547	6 875
Rental and hiring	-	30	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	35 581	37 594	45 269	54 561	54 874	54 874	66 313	67 913	71 310
Provinces and municipalities	-	28	3	10	10	10	10	11	12
Provinces	-	28	3	10	10	10	10	11	12
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	28	3	10	10	10	10	11	12
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	35 357	36 960	44 395	54 406	50 492	50 492	58 392	59 572	62 551
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	4 226	4 226	-	-	-
Households	224	606	871	145	146	146	7 911	8 330	8 747
Social benefits	224	606	871	145	146	146	7 911	8 330	8 747
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	12 074	30 880	20 662	7 594	18 002	18 002	9 831	8 117	8 522
Buildings and other fixed structures	2 527	12 738	15 391	1 063	8 863	8 863	3 212	1 871	1 965
Buildings	-	-	-	-	-	-	-	-	-
Other fixed structures	2 527	12 738	15 391	1 063	8 863	8 863	3 212	1 871	1 965
Machinery and equipment	1 557	851	924	1 531	1 139	1 139	2 619	2 034	2 136
Transport equipment	-	405	701	1 245	1 245	1 245	1 321	1 392	1 462
Other machinery and equipment	1 557	446	223	286	(106)	(106)	1 298	642	674
Heritage assets	1 722	10 794	4 347	5 000	8 000	8 000	4 000	4 212	4 421
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	6 268	6 497	-	-	-	-	-	-	-
Payments for financial assets	3 767	1 968	2 519	2 500	2 500	2 500	2 500	2 194	-
Total	243 689	339 135	310 281	299 600	298 388	298 388	325 629	327 916	344 312
Unauth. Exp. (1st charge) not available for spending	(3 767)	(1 800)	(2 500)	(2 500)	(2 500)	(2 500)	(2 500)	(2 194)	-
Baseline available for spending after 1st charge	239 922	337 335	307 781	297 100	295 888	295 888	323 129	325 722	344 312

Table 1.F : Office of the Premier - Payments of infrastructure by category

Project name	Municipality / Region	Type of infrastructure		Project duration		Source of funding	Budget programme name	Targeted number of jobs for 2015/16	Total project cost	Expenditure to date from previous years	Total available		MTEF	
		School - primary/ secondary/ specialised; admin block; water; electricity; sanitation/toilet; fencing etc.	Units	Date: Start	Date: Finish						2015/16	2016/17	2017/18	
R thousands														
Existing infrastructure assets														
<i>of which:</i>														
Maintenance and repair: Current												4 666	3 543	2 916
Upgrades and additions: Capital														
Refurbishment and rehabilitation: Capital														
Premier's Parks/Residence	uMgungundlovu	Admin Block	1	01 April 2015	31 March 2017	Equitable share	Programme 1					727	766	
Moses Mabhida Building	uMgungundlovu	Admin Block	1	01 April 2011	01 March 2018	Equitable share	Programme 1					3 939	2 777	2 916
New infrastructure assets: Capital														
<i>of which:</i>														
Provincial Public Service Training Academy	eThekweni	Admin Block	1	01 April 2014	31 March 2018	Equitable share	Programme 2					14 963	15 756	17 348
Infrastructure transfers														
<i>of which:</i>														
Infrastructure transfers: Current														
Infrastructure transfers: Capital														
Infrastructure: Payments for financial assets														
Infrastructure: Leases														
Total														
Capital infrastructure												19 629	19 299	20 264
Current infrastructure												19 629	19 299	20 264

Table 1.G : Summary of transfers to local government

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17
A KZN2000 eThekweni	-	-	15 000	-	-	-	-	-	-
Total: Ugu Municipalities	-	-	-	-	-	-	-	-	-
B KZN211 Vulamehlo	-	-	-	-	-	-	-	-	-
B KZN212 Umdoni	-	-	-	-	-	-	-	-	-
B KZN213 Umzumbe	-	-	-	-	-	-	-	-	-
B KZN214 uMuziwabantu	-	-	-	-	-	-	-	-	-
B KZN215 Ezingoleni	-	-	-	-	-	-	-	-	-
B KZN216 Hibiscus Coast	-	-	-	-	-	-	-	-	-
C DC21 Ugu District Municipality	-	-	-	-	-	-	-	-	-
Total: uMgungundlovu Municipalities	-	-	-	-	-	-	-	-	-
B KZN221 uMshwathi	-	-	-	-	-	-	-	-	-
B KZN222 uMngeni	-	-	-	-	-	-	-	-	-
B KZN223 Mpofana	-	-	-	-	-	-	-	-	-
B KZN224 Impendle	-	-	-	-	-	-	-	-	-
B KZN225 Msunduzi	-	-	-	-	-	-	-	-	-
B KZN226 Mkhambathini	-	-	-	-	-	-	-	-	-
B KZN227 Richmond	-	-	-	-	-	-	-	-	-
C DC22 uMgungundlovu District Municipality	-	-	-	-	-	-	-	-	-
Total: Uthukela Municipalities	-	-	-	-	-	-	-	-	-
B KZN232 Emnambithi/Ladysmith	-	-	-	-	-	-	-	-	-
B KZN233 Indaka	-	-	-	-	-	-	-	-	-
B KZN234 Umtshezi	-	-	-	-	-	-	-	-	-
B KZN235 Okhahlamba	-	-	-	-	-	-	-	-	-
B KZN236 Imbabazane	-	-	-	-	-	-	-	-	-
C DC23 Uthukela District Municipality	-	-	-	-	-	-	-	-	-
Total: Umzinyathi Municipalities	-	-	-	-	-	-	-	-	-
B KZN241 Endumeni	-	-	-	-	-	-	-	-	-
B KZN242 Nqutu	-	-	-	-	-	-	-	-	-
B KZN244 Msinga	-	-	-	-	-	-	-	-	-
B KZN245 Umvoti	-	-	-	-	-	-	-	-	-
C DC24 Umzinyathi District Municipality	-	-	-	-	-	-	-	-	-
Total: Amajuba Municipalities	-	-	-	-	-	-	-	-	-
B KZN252 Newcastle	-	-	-	-	-	-	-	-	-
B KZN253 eMadlangeni	-	-	-	-	-	-	-	-	-
B KZN254 Dannhauser	-	-	-	-	-	-	-	-	-
C DC25 Amajuba District Municipality	-	-	-	-	-	-	-	-	-
Total: Zululand Municipalities	-	-	-	-	-	-	-	-	-
B KZN261 eDumbe	-	-	-	-	-	-	-	-	-
B KZN262 uPhongolo	-	-	-	-	-	-	-	-	-
B KZN263 Abaqulusi	-	-	-	-	-	-	-	-	-
B KZN265 Nongoma	-	-	-	-	-	-	-	-	-
B KZN266 Ulundi	-	-	-	-	-	-	-	-	-
C DC26 Zululand District Municipality	-	-	-	-	-	-	-	-	-
Total: Umkhanyakude Municipalities	-	-	-	-	-	-	-	-	-
B KZN271 Umhlabuyalingana	-	-	-	-	-	-	-	-	-
B KZN272 Jozini	-	-	-	-	-	-	-	-	-
B KZN273 The Big 5 False Bay	-	-	-	-	-	-	-	-	-
B KZN274 Hlabisa	-	-	-	-	-	-	-	-	-
B KZN275 Mtubatuba	-	-	-	-	-	-	-	-	-
C DC27 Umkhanyakude District Municipality	-	-	-	-	-	-	-	-	-
Total: uThungulu Municipalities	-	-	-	-	-	-	-	-	-
B KZN281 Umfolozi	-	-	-	-	-	-	-	-	-
B KZN282 uMhlatuze	-	-	-	-	-	-	-	-	-
B KZN283 Ntambanana	-	-	-	-	-	-	-	-	-
B KZN284 uMlalazi	-	-	-	-	-	-	-	-	-
B KZN285 Mthonjaneni	-	-	-	-	-	-	-	-	-
B KZN286 Nkandla	-	-	-	-	-	-	-	-	-
C DC28 uThungulu District Municipality	-	-	-	-	-	-	-	-	-
Total: Ilembe Municipalities	-	-	-	-	-	-	-	-	-
B KZN291 Mandeni	-	-	-	-	-	-	-	-	-
B KZN292 KwaDukuza	-	-	-	-	-	-	-	-	-
B KZN293 Ndwedwe	-	-	-	-	-	-	-	-	-
B KZN294 Maphumulo	-	-	-	-	-	-	-	-	-
C DC29 Ilembe District Municipality	-	-	-	-	-	-	-	-	-
Total: Harry Gwala Municipalities	-	-	-	-	-	-	-	-	-
B KZN431 Ingwe	-	-	-	-	-	-	-	-	-
B KZN432 Kwa Sani	-	-	-	-	-	-	-	-	-
B KZN433 Greater Kokstad	-	-	-	-	-	-	-	-	-
B KZN434 Ubuhlebezwe	-	-	-	-	-	-	-	-	-
B KZN435 Umzimkulu	-	-	-	-	-	-	-	-	-
C DC43 Harry Gwala District Municipality	-	-	-	-	-	-	-	-	-
Unallocated	-	-	-	-	-	-	-	-	-
Total	-	-	15 000	-	-	-	-	-	-

Table 1.H : Financial summary for Amafa aKwaZulu-Natal (Amafa)

R thousand	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	3 087	3 733	2 439	1 394	2 183	2 293	2 407
Sale of goods and services other than capital assets	1 950	884	1 125	770	1 520	1 596	1 676
Interest, dividends and rent on land	1 137	2 849	1 314	624	663	697	731
Other non-tax revenue	-	-	-	-	-	-	-
Transfers received	24 057	26 460	29 095	35 149	34 977	34 916	36 662
Sale of capital assets	-	-	42	-	-	-	-
Total revenue	27 144	30 193	31 576	36 543	37 160	37 209	39 069
Expenses							
Current expense	25 543	30 241	30 207	39 206	38 660	38 709	40 569
Compensation of employees	17 168	17 928	19 992	24 007	27 193	27 523	28 900
Use of goods and services	6 839	10 758	8 761	12 951	9 967	9 686	10 169
Depreciation	1 536	1 555	1 454	2 248	1 500	1 500	1 500
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	25 543	30 241	30 207	39 206	38 660	38 709	40 569
Surplus / (Deficit)*	1 601	(48)	1 369	(2 663)	(1 500)	(1 500)	(1 500)
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	1 546	1 539	(1 313)	(756)	1 500	1 500	1 500
Adjustments for:							
Depreciation	1 536	1 555	1 787	-	1 500	1 500	1 500
Net (profit) / loss on disposal of fixed assets	10	(16)	(42)	-	-	-	-
Other	-	-	(3 058)	(756)	-	-	-
Operating surplus / (deficit) before changes in working capital	3 147	1 491	56	(3 419)	-	-	-
Changes in working capital	(223)	603	116	-	-	-	-
(Decrease) / increase in accounts payable	33	133	(48)	-	-	-	-
Decrease / (increase) in accounts receivable	(302)	781	36	-	-	-	-
(Decrease) / increase in provisions	46	(311)	128	-	-	-	-
Cash flow from operating activities	2 924	2 094	172	(3 419)	-	-	-
Transfers from government	24 057	26 460	29 095	35 149	34 977	34 916	36 662
Of which:							
Capital	-	-	-	-	-	-	-
Current	24 057	26 460	29 095	35 149	34 977	34 916	36 662
Cash flow from investing activities	(823)	(376)	(3 201)	(1 948)	(432)	(328)	(344)
Acquisition of assets	(823)	(376)	(3 201)	(1 948)	(432)	(328)	(344)
Non-residential buildings	(122)	(48)	(194)	-	-	-	-
Biological assets	-	-	(228)	-	-	-	-
Computer equipment	(106)	(22)	(159)	-	-	-	-
Furniture and office equipment	(595)	(306)	(312)	(324)	(432)	(328)	(344)
Transport assets	-	-	(2 308)	(1 624)	-	-	-
Other flows from investing activities	-	-	-	-	-	-	-
Cash flow from financing activities	8	31	-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	2 109	1 749	(3 029)	(5 367)	(432)	(328)	(344)
Statement of financial position							
Carrying value of assets	32 470	31 247	33 218	33 188	31 692	30 259	28 881
Non-residential buildings	24 371	23 897	23 563	23 563	23 063	22 574	22 094
Biological assets	-	-	961	950	950	950	950
Computer equipment	74	55	68	51	38	28	21
Furniture and office equipment	6 281	5 820	5 249	4 824	4 341	3 907	3 516
Transport assets	1 744	1 475	3 377	3 800	3 300	2 800	2 300
Investments	-	-	-	-	-	-	-
Cash and cash equivalents	18 352	20 101	17 072	14 368	14 364	14 297	14 175
Receivables and prepayments	346	94	58	-	-	-	-
Trade receivables	113	94	58	-	-	-	-
Prepaid expenses	233	-	-	-	-	-	-
Inventory	1 311	813	219	180	180	180	180
Total assets	52 479	52 255	50 567	47 736	46 236	44 736	43 236
Capital and reserves	51 022	50 974	49 209	46 546	45 046	43 546	42 046
Accumulated reserves	49 421	51 022	50 976	49 209	46 546	45 046	43 546
Surplus / (deficit)	1 601	(48)	1 369	(2 663)	(1 500)	(1 500)	(1 500)
Other	-	-	(3 136)	-	-	-	-
Borrowings	-	-	-	-	-	-	-
Post retirement benefits	-	-	-	-	-	-	-
Trade and other payables	83	218	167	-	-	-	-
Deferred income	-	-	-	-	-	-	-
Provisions	1 374	1 063	1 190	1 190	1 190	1 190	1 190
Leave pay provision	963	657	739	739	739	739	739
Bonus pay provision	411	406	451	451	451	451	451
Funds managed (e.g. Poverty alleviation fund)	-	-	-	-	-	-	-
Contingent liabilities	-	-	-	-	-	-	-
Total equity and liabilities	52 479	52 255	50 567	47 736	46 236	44 736	43 236

*Note: The deficit is as a result of the accounting treatment of depreciation and has no bearing on the cash position of the entity.

Table 1.1 : Financial summary for Royal Household Trust (RHT)

R thousand	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	56	206	127	-	-	-	-
Interest, dividends and rent on land	28	6	7	-	-	-	-
Other non-tax revenue	28	200	120	-	-	-	-
Transfers received*	12 000	10 800	15 300	15 343	23 415	24 656	25 889
Sale of capital assets	-	-	-	-	-	-	-
Total revenue	12 056	11 006	15 427	15 343	23 415	24 656	25 889
Expenses							
Current expense	13 378	12 207	16 344	15 930	22 012	23 401	25 490
Compensation of employees	2 393	2 601	3 459	2 652	5 091	5 449	6 717
Use of goods and services	10 578	8 288	11 561	12 802	15 696	17 222	18 200
Depreciation	406	1 318	1 324	476	1 225	730	573
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	13 378	12 207	16 344	15 930	22 012	23 401	25 490
Surplus / (Deficit)**	(1 322)	(1 202)	(917)	(587)	1 403	1 255	399
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	434	1 673	1 324	476	1 225	730	573
Adjustments for:							
Depreciation	406	1 318	1 324	476	1 225	730	573
Net (profit) / loss on disposal of fixed assets	-	202	-	-	-	-	-
Other	28	153	-	-	-	-	-
Operating surplus / (deficit) before changes in working capital	(888)	471	407	(111)	2 628	1 985	972
Changes in working capital	2 028	554	(1 729)	2 546	-	-	-
(Decrease) / increase in accounts payable	3 556	(555)	(1 729)	2 546	-	-	-
Decrease / (increase) in accounts receivable	(1 528)	1 109	-	-	-	-	-
Cash flow from operating activities	1 140	1 025	(1 322)	2 435	2 628	1 985	972
Transfers from government	12 000	10 800	15 300	15 343	23 415	24 656	25 889
Capital	3 888	53	227	3 334	3 228	3 786	3 975
Current	8 112	10 747	15 073	12 009	20 187	20 870	21 914
Cash flow from investing activities	(4 101)	(53)	(227)	(3 102)	(2 628)	(1 985)	(972)
Acquisition of assets	(3 888)	(53)	(227)	(3 102)	(2 628)	(1 985)	(972)
Dwellings	-	-	-	(1 004)	-	-	-
Computer equipment	(178)	-	-	-	-	-	-
Furniture and office equipment	(280)	(53)	-	(487)	(1 505)	(1 580)	(106)
Other machinery and equipment	-	-	(57)	-	(700)	-	(830)
Specialised military assets	-	-	-	-	-	-	-
Transport assets	(3 356)	-	(143)	(1 582)	(393)	(373)	-
Computer software	(74)	-	(27)	(29)	(31)	(32)	(36)
Other flows from investing activities	(213)	-	-	-	-	-	-
Cash flow from financing activities	3 155	(1 203)	(1 203)	-	-	-	-
Finance lease	3 155	(1 203)	(1 203)	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	194	(231)	(2 753)	(667)	-	-	-
Balance sheet data							
Carrying value of assets	3 997	2 530	1 392	1 897	1 915	1 434	1 434
Dwellings	-	-	-	1 004	-	-	-
Computer equipment	131	49	12	118	123	137	101
Furniture and office equipment	649	314	273	425	1 266	629	537
Other Machinery and equipment	-	85	56	311	404	485	692
Transport assets	3 169	2 051	1 051	1	67	92	57
Computer software	48	31	-	38	55	91	46
Investments	-	-	286	-	-	-	-
Cash and cash equivalents	347	117	-	-	333	842	-
Bank	119	93	-	-	333	842	-
Cash on hand	1	(1)	-	-	-	-	-
Other	228	25	-	-	-	-	-
Receivables and prepayments	1 800	691	100	329	343	-	-
Trade receivables	-	-	-	329	343	-	-
Other receivables	286	286	-	-	-	-	-
Prepaid expenses	815	106	100	-	-	-	-
Accrued income	700	300	-	-	-	-	-
Inventory	-	-	-	-	-	-	-
Total assets	6 145	3 338	1 778	2 226	2 591	2 276	1 434
Capital and reserves	(1 030)	(2 232)	(3 149)	(3 736)	(2 333)	(1 078)	(679)
Accumulated reserves	292	(1 030)	(2 232)	(3 149)	(3 736)	(2 333)	(1 078)
Surplus / (Deficit)	(1 322)	(1 202)	(917)	(587)	1 403	1 255	399
Borrowings	3 183	2 133	1 002	1 663	1 569	822	331
Post retirement benefits	-	-	-	-	-	-	-
Trade and other payables	3 543	3 227	3 387	3 647	2 741	2 046	1 233
Trade payables	3 543	3 227	2 969	3 647	2 741	2 046	1 233
Other	-	-	418	-	-	-	-
Deferred income	-	-	-	-	-	-	-
Provisions	448	209	538	652	614	486	549
Leave pay provision	-	34	182	286	223	67	35
Provision for 13th cheque	448	174	356	366	391	419	514
Funds managed (e.g. Poverty alleviation fund)	-	-	-	-	-	-	-
Contingent liabilities	-	-	-	-	-	-	-
Total equity and liabilities	6 145	3 339	1 778	2 226	2 591	2 276	1 434

*Note: Some Transfers received do not equal amounts in Table 1.9, as portion of the transfers is reflected against other items in the statement of financial position.

**Note: The surplus reflected is as a result of the accounting treatment of the purchase of capital items.

Table 1.J : Personnel summary for Amafa

	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Headcount							
A. Permanent and full-time-contract employees							
Personnel cost (R thousand)	16 468	17 361	19 206	24 007	26 213	27 523	28 900
Personnel numbers (head count)	100	98	97	99	99	99	99
Unit cost	165	177	198	242	265	278	292
B. Part-time and temporary contract employees							
Personnel cost (R thousand)	700	567	786	970	1 038	1 110	1 188
Personnel numbers (head count)	150	150	150	150	150	150	150
Unit cost	5	4	5	6	7	7	8
C. Interns							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost	-	-	-	-	-	-	-
Total for entity							
Personnel cost (R thousand)	17 168	17 928	19 992	24 977	27 251	28 633	30 088
Personnel numbers (head count)	250	248	247	249	249	249	249
Unit cost	69	72	81	100	109	115	121
D. Learnerships							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost	-	-	-	-	-	-	-
Details of personnel numbers according to salary level							
Salary level							
Board members	6	6	14	10	10	10	10
Executive Management	1	1	-	-	1	1	1
Senior Management	3	3	3	4	4	4	4
Middle Management	7	7	7	7	8	8	8
Professionals	-	-	-	-	-	-	-
Semi-skilled	34	32	32	33	32	32	32
Very low skilled	205	205	205	205	204	204	204
Total	256	254	261	259	259	259	259

Table 1.K : Personnel summary for RHT

	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
A. Permanent and full-time-contract employees							
Personnel cost (R thousand)	2 311	589	3 203	4 758	5 091	5 449	5 831
Personnel numbers (head count)	6	2	7	10	9	9	9
Unit cost	385	295	458	476	566	605	648
B. Part-time and temporary contract employees							
Personnel cost (R thousand)	-	1 508	255	-	-	-	-
Personnel numbers (head count)	-	4	3	-	-	-	-
Unit cost	-	377	85	-	-	-	-
C. Interns							
Personnel cost (R thousand)	-	192	-	-	-	-	-
Personnel numbers (head count)	-	2	-	-	-	-	-
Unit cost	-	96	-	-	-	-	-
Total for entity							
Personnel cost (R thousand)	2 311	2 289	3 459	4 758	5 091	5 449	5 831
Personnel numbers (head count)	6	8	10	10	9	9	9
Unit cost	385	286	346	476	566	605	648
D. Learnerships							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost	-	-	-	-	-	-	-
Details of personnel numbers according to salary level							
Salary level							
Board Members	7	7	7	7	7	7	7
Executive Management	1	1	1	1	-	-	-
Senior Management	1	-	2	2	2	2	2
Middle Management	-	1	1	1	1	1	1
Professionals	2	2	2	2	2	2	2
Semi-skilled	1	3	3	3	3	3	3
Very low skilled	1	1	1	1	1	1	1
Total	13	15	17	17	16	16	16