

VOTE 1

OFFICE OF THE PREMIER

VOTE 1: OFFICE OF THE PREMIER

<u>TO BE VOTED:</u>	R130,365,000
<u>STATUTORY APPROPRIATION:</u>	Nil
<u>RESPONSIBLE POLITICAL HEAD:</u>	Hon. Dr. PS Molefe
<u>ADMINISTERING DEPARTMENT:</u>	Office of the Premier
<u>ACCOUNTING OFFICER:</u>	Dr. M Bakane-Tuoane

1. OVERVIEW

The Office derives its mandate primarily from that of the constitution, The Public Service Commission Act and Public Service Laws and Amendments, Public Service Regulations, collective agreements and from management Guides from 1997 to 2001. The most important provisions are:

- The Premier has executive, policy, legislative, intergovernmental and ceremonial functions and responsibilities as defined in Chapter 6 of the Constitution of the Republic of South Africa.
- The Premier as the head of the Provincial Government is also responsible for the implementation of Chapter 3 of the Constitution. Article 4(1) defines the relationships and principles underlying cooperation between the various spheres of government.
- Section 125(2) of the Constitution determines that the Premier exercises the executive authority of the province together with the other members of the Executive Council. The Premier appoints these members and delegates various line functions and responsibilities to them.
- The Executive Council is the main engine of the provincial government and the Premier and all members of the council are accountable to the President and to the Provincial Legislature for the exercise of powers and the performances of functions allocated to them.
- The Public Service Law Amendment Act of 1998 has redefined the role of the Director General to be head of the Office of the Premier and the Secretary to the Executive Council.

Vision

The leader in integrated provincial management support services towards effective provincial governance.

Mission

To provide integrated provincial management support service for more effective provincial governance thereby enhancing the general quality of life for the people of the North West Province.

Strategic Objectives

- To contribute towards optimal cooperative governance locally, provincially, nationally and internationally
- To contribute towards optimal provincial governance systems (planning, monitoring, evaluation, interventions)
- To contribute towards optimal provincial governance/ government information management.
- To contribute towards optimal provincial government resource management.
- To ensure office service excellence internally.

Core Activities

- Co-ordination, integration and consolidation of services between all spheres of government.
- Monitoring of provincial performance
- Co-ordination of provincial projects and program management
- Financial support to the North West Provincial Council on Aids
- Establishment of and co-ordination and support to the North West Research Co-ordinating Committee
- Strengthening of the Centre of Government inclusive of the functions of the former department of Traditional and Corporate Affairs, to ensure adequate support to the Premier and office service excellence.
- Programmes carried out in terms of legislation:
 - Governance
- Provincial priority programmes:
 - Policy management and coordination
- Support programmes:
 - Corporate services
- Other programmes not included in one of the other categories:
 - Not applicable

2. REVIEW OF THE CURRENT BUDGET YEAR

The following were the achievements for the 2002/03 financial year:

Strengthening the Centre

- A research component was established as well as the North West Research Coordinating Committee
- A new communication structure was established which incorporated the former Northwest Communication Services and the Communication Directorate in the Office
- Structures to improve the monitoring and evaluation of the provincial situation are now in place
- Completed phase one of strengthening capacity needs for programme/project management departmentally and across departments

Additional Achievements

- Availled funds to grant bursaries to develop human resource capacity in Kgalagadi node.
- Successfully hosted the 6th National Public Service Training Conference in November 2002 at Sun City
- Successfully hosted the Premier's Youth Awards in November 2002 in Rustenburg.
- The following has been achieved regarding the long-term plan for the integrated and sustainable development plan:
 - Framework has been approved
 - Economic and social plans have been approved
- Finalised business plans to access funds for the training of public servants as agreed with the Manitoba Province of Canada
 - **Implementation of service delivery schedule/ strategic plan**
 - Presented our strategic plan to the legislature 15 days after the presentation of the budget speech as required by the PFMA.
 - **Service delivery improvement plans**
 - The service delivery improvement plans as required by the Batho Pele White Paper – Government Notice 1459 of 1997 volume 388 No. 18340 of 1st October 1997, were articulated, finalised and published for each directorate and the general Office.

3. OUTLOOK FOR THE COMING BUDGET YEAR

In light of the objectives of the Office and of the achievements of the 2002/03 financial year, the department will pursue and implement the under mentioned programmes in the forthcoming year and throughout the MTEF period. New programmes, consistent with the objectives as aforesaid, will also be considered, approved and implemented.

Implementation of service delivery schedule/ strategic plan

- Implementation of service delivery schedule, as articulated in our business plan, to be presented to the legislature 15 days after the presentation of the budget speech as required by the PFMA
- Successfully complete phase two of strengthening capacity needs for project management departmentally and across departments
- Consolidate and finalize the integrated and sustainable development plan
- Realignment of communications structures within the Province.
- Successfully coordinate the implementation of resolution 7 of 2002-transformation and restructuring of the Public Service provincially.
- Improve capacity for planning and monitoring in departments and at Provincial coordination level
- Finalization of the gender action plan for the Province
- Continue to monitor the implementation of the disability strategy within the Province
- Finalize the restructuring of the North West Youth Commission to make the structure more effective
- Intensify the implementation of the legislative review programme
- Establish a framework and motivate for additional funds in the Private Office for humanitarian purposes

Service delivery improvement plans

- The service delivery improvement plans as required by the Batho Pele White Paper – Government Notice 1459 of 1997 volume 388 No. 18340 of 1st October 1997 will be consolidated.
- Publication of directory of services of the Office

Departmental summary of expenditure according to programme

Programme (R'000)	Departmental Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Provincial Management and Support	15,252	23,039	25,660	29,740	31,762	29,902
2. Corporate Support Services	24,089	29,408	33,998	30,878	29,014	33,433
3. Legal Services	2,648	3,001	3,237	3,504	4,585	4,509
4. Communications	9,399	9,870	13,159	11,880	12,461	13,628
5. Governance and Special Programmes	34,433	34,774	52,571	39,513	44,857	44,170
6. Policy Management	3,898	4,904	9,733	14,850	14,281	15,028
Total programmes	89,719	104,996	138,358	130,365	136,960	140,670

Departmental summary of expenditure and estimates

Classification (R'000)	Departmental Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Current:						
Personnel	47,766	59,978	74,058	79,410	84,137	90,569
Transfer payments (current)	28,879	24,430	21,937	6,557	7,802	7,781
Administrative expenditure	6,099	8,594	19,812	23,634	25,434	24,040
Stores	1,137	1,439	2,243	3,157	3,125	3,278
Professional and special services	3,307	5,499	9,534	12,179	11,853	10,348
Other current expenditure	1,254	2,291	8,765	3,413	3,383	3,779
Total Current Expenditure	88,442	102,231	136,349	128,350	135,734	139,795
Capital:						
Transfer payments (capital)	-	-	-	-	-	-
Equipment	1,277	2,765	2,009	2,015	1,226	875
Land and Buildings	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Other capital expenditure	-	-	-	-	-	-
Total Capital Expenditure	1,277	2,765	2,009	2,015	1,226	875
TOTAL ECONOMIC EXPENDITURE	89,719	104,996	138,358	130,365	136,960	140,670

Departmental summary of expenditure according to economic classification (GFS)

Classification (R'000)	Departmental Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
CURRENT EXPENDITURE						
Personnel:	47,766	59,978	74,058	79,410	84,137	90,569
- Salaries & related costs	47,527	59,767	73,837	56,990	56,990	56,990
- Overtime	-	-	-	-	-	-
- Improvement in conditions of service	-	-	-	3,962	8,440	12,719
- Other	239	211	221	18,458	18,707	20,860
Transfer payments:	28,879	24,430	21,937	6,557	7,802	7,781
- Subsidies	-	-	-	-	-	-
- Local governments	-	-	-	-	21	-
- Public entities	8,645	9,224	8,376	500	500	500
- Households and non-profit organisations	20,234	15,206	13,561	6,057	7,281	7,281
- Foreign countries & international credit institutions	-	-	-	-	-	-

Other current expenditure:	11,797	17,823	40,354	42,383	43,795	41,445
- Administrative expenditure	6,099	8,594	19,812	23,634	25,434	24,040
- Rental of equipment	1,230	800	911	846	864	942
- Stores	1,137	1,439	2,243	3,157	3,125	3,278
- Rental of buildings	-	1,317	1,680	1,745	1,839	2,089
- Professional & special services	3,307	5,499	9,534	12,179	11,853	10,348
- Maintenance & repairs	-	-	387	585	478	529
- Other	24	174	5,787	237	202	219
TOTAL CURRENT EXPENDITURE	88,442	102,231	136,349	128,350	135,734	139,795
CAPITAL						
Capital transfers	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-
Movable capital	1,277	2,765	2,009	2,015	1,226	875
Motor Vehicles	-	1,320	-	-	-	-
Equipment:						
- Computers	1,277	1,445	2,009	1,687	868	556
- Other office equipment & furniture	-	-	-	328	358	319
- Other capital equipment	-	-	-	-	-	-
Fixed capital	-	-	-	-	-	-
- Land	-	-	-	-	-	-
- Buildings	-	-	-	-	-	-
- Infrastructure	-	-	-	-	-	-
- Other	-	-	-	-	-	-
TOTAL CAPITAL	1,277	2,765	2,009	2,015	1,226	875
Current expenditure	88,442	102,231	136,349	128,350	135,734	139,795
Capital expenditure	1,277	2,765	2,009	2,015	1,226	875
TOTAL EXPENDITURE	89,719	104,996	138,358	130,365	136,960	140,670

PROGRAMME 1: PROVINCIAL MANAGEMENT AND ADMINISTRATION SUPPORT

Purpose of programme:

This programme supports the Director General in her various functions and responsibilities. The Public Service Laws Amendment Act of 1998 has redefined the role of the Director General. Accordingly, the Director General is now also the Head of the Office of the Premier and the Secretary to the Executive Council. This integrates the executive, managerial and administrative roles and functions of the provincial administration.

Objective(s):

To allow the Director General to fulfill his/her roles and responsibilities optimally, accurately and efficiently

Output(s):

- The professional management of the Office of the Director General to achieve the efficient and effective administrative leadership of the Province.
- Strategic planning and management
- The Director General functions in compliance with the requirements of the Public Finance Management Act (PFMA).
- Streamlining the process of decision-making, implementation, monitoring and feedback.
- Ensuring efficient communication and dissemination of information.
- Serve as the administrative link and entry point to the administrative functions of other spheres of government.
- Director General serves on FOSAD, the PIGF, the Governance and Administration Committee of the Executive Council
- The Director General also supports the Premier in the President's Consultative Forum.

Programme summary of expenditure according to programme

Sub-programme (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Director General Support	4,315	5,364	4,086	6,653	6,139	5,615
2. Premier Support	2,886	3,175	11,132	7,742	9,048	7,322
3. Executive Council Support	1,232	1,582	2,067	2,369	2,791	2,580
4. Security	-	-	1,237	2,551	2,867	2,986
5. Investigations	-	2,119	1,910	2,294	2,367	2,192
6. Finance & Administration	6,819	10,798	5,139	7,972	8,391	9,048
7. HIV/Aids	-	1	89	159	159	159
Total programmes	15,252	23,039	25,660	29,740	31,762	29,902

Programme summary of expenditure and estimates

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Current:						
Personnel	9,909	15,363	12,595	20,079	21,264	22,264
Transfer payments (current)	104	150	150	150	175	175
Administrative expenditure	2,664	3,862	4,255	5,330	6,260	4,040
Stores	805	731	719	1,002	984	969
Professional and special services	611	737	1,865	1,912	2,235	1,605
Other current expenditure	928	357	5,431	406	408	453
Total Current Expenditure	15,021	21,200	25,015	28,879	31,326	29,506
Capital:						
Transfer payments (capital)	-	-	-	-	-	-
Equipment	231	1,839	645	861	436	396
Land and Buildings	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Other capital expenditure	-	-	-	-	-	-
Total Capital Expenditure	231	1,839	645	861	436	396
TOTAL ECONOMIC EXPENDITURE	15,252	23,039	25,660	29,740	31,762	29,902

Programme summary of expenditure according to economic classification (GFS)

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
<u>CURRENT EXPENDITURE</u>						
Personnel:	9,909	15,363	12,595	20,079	21,264	22,264
- Salaries & related costs	9,830	15,363	12,555	15,054	15,054	15,054
- Overtime	-	-	-	-	-	-
- Improvement in conditions of service	-	-	-	1,002	2,133	3,120
- Other	79	-	40	4,023	4,077	4,090
Transfer payments:	104	150	150	150	175	175
- Subsidies	-	-	-	-	-	-
- Local governments	-	-	-	-	-	-
- Public entities	104	-	-	-	-	-
- Households and non-profit organisations	-	150	150	150	175	175
- Foreign countries & international credit institutions	-	-	-	-	-	-

Other current expenditure:	5,008	5,687	12,270	8,650	9,887	7,067
- Administrative expenditure	2,664	3,862	4,255	5,330	6,260	4,040
- Rental of equipment	904	221	244	250	288	318
- Stores	805	731	719	1,002	984	969
- Rental of buildings	-	-	-	-	-	-
- Professional & special services	611	737	1,865	1,912	2,235	1,605
- Maintenance & repairs	-	-	36	78	74	84
- Other	24	136	5,151	78	46	51
TOTAL CURRENT EXPENDITURE	15,021	21,200	25,015	28,879	31,326	29,506
CAPITAL						
Capital transfers	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-
Movable capital	231	1,839	645	861	436	396
Motor Vehicles	-	1,320	-	-	-	-
Equipment:						
- Computers	231	519	645	861	436	396
- Other office equipment & furniture	-	-	-	-	-	-
- Other capital equipment	-	-	-	-	-	-
Fixed capital	-	-	-	-	-	-
- Land	-	-	-	-	-	-
- Buildings	-	-	-	-	-	-
- Infrastructure	-	-	-	-	-	-
- Other	-	-	-	-	-	-
TOTAL CAPITAL	231	1,839	645	861	436	396
Current expenditure	15,021	21,200	25,015	28,879	31,326	29,506
Capital expenditure	231	1,839	645	861	436	396
TOTAL EXPENDITURE	15,252	23,039	25,660	29,740	31,762	29,902

Transfer payments included in Programme 1

Name of recipient (R'000)	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Other:					
University of North West	150	150	150	175	175
TOTAL TRANSFER PAYMENTS	150	150	150	175	175

PROGRAMME 2: CORPORATE SUPPORT SERVICES

Purpose of programme:

To render provincial corporate support services on human resource related issues.

Objective(s):

- To ensure improved co-ordination between departments and clusters
- To facilitate improved co-ordination between institutions and other stakeholders
- To ensure improved intergovernmental co-ordination
- To facilitate integrated provincial service delivery systems

Output(s):

- Professional and quality service delivery to all stakeholders
- Annual strategic and management planning
- Regular performance and achievements reporting
- To advise on EAP matters as a whole and implement EAP programmes, policies, procedures and strategies.
- To establish 4 regional offices and get them to be 100% fully functional by the year 2003/04.
- To equip 20 managers centrally and 50 managers regionally with EAP skills.
- To develop healthier, happier employees for better service delivery on a 25% incremental basis per annum for the next three years.
- To improve employees attitudes and performance in the workplace on a 25% incremental basis per annum for the next three years.
- Sustainable labour peace.
- Coordinated labour relation programmes.

- Skilled workforce that is able to deal with the challenges arising at workplace.
- A framework that regulates the proper management of disputes.
- The best labour and management practices, which recognize that employees are a critical resource.
- All approved Provincial Human Resources Management policies evaluated and revised if necessary.
- All PERSAL exceptions reports cleaned-up for management of correct data on the PERSAL system.
- PERSAL users trained on all the sub- systems of the PERSAL system.
- To train 4500 Public Servants per annum over 3 year MTEF cycle.
- To continue developing 23 HRD Officers per annum over the 3 year MTEF cycle.
- Promotion of human resource development as a government priority and adherence to the Skills Development Act. i.e. all the departments having registered with the relevant Seta's appoint skills development facilitators and the preparation of a workplace skills plan.
- Establishing at least 2 private partnerships per annum in the human resource development.
- Oversee the drafting and implementation of the new human resources policies.
- Manage and propose OD interventions to ensure more effective service delivery.
- Structural:
 - Handle and provide support in the development or redesign of organizational structures of 11 departments and a total of 70 000 posts by request. Determine post establishment for departments, components and GSI's.
- Technical:
 - Develop provincial policy and legislation regarding record management and design filing systems and registry services to eleven departments
 - Provide support and develop provincial policy regarding the forms management and control, as well as design.
 - Provide training to HR practitioners.

Programme summary of expenditure according to programme

Sub-programme (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Management Support	-	-	782	877	918	1,368
2. Employee Assistance Programme	1,692	2,935	4,004	4,084	4,269	4,847
3. Labour Relations	1,399	1,798	2,083	1,803	1,895	2,268
4. Human Resource Management	4,726	5,644	5,519	5,472	5,734	6,269
5. Human Resource Development	12,105	15,038	17,851	15,795	13,199	15,166
6. Organisational Development	4,167	3,993	3,759	2,847	2,999	3,515
Total programmes	24,089	29,408	33,998	30,878	29,014	33,433

Programme summary of expenditure and estimates

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Current:						
Personnel	14,120	16,353	17,986	15,591	16,515	18,343
Transfer payments (current)	5,695	5,899	-	-	-	-
Administrative expenditure	1,653	2,396	10,523	10,174	8,331	9,761
Stores	189	380	370	382	444	444
Professional and special services	1,534	2,942	3,333	3,415	2,440	3,440
Other current expenditure	78	829	1,458	988	926	1,126
Total Current Expenditure	23,269	28,799	33,670	30,550	28,656	33,114
Capital:						
Transfer payments (capital)	-	-	-	-	-	-
Equipment	820	609	328	328	358	319
Land and Buildings	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Other capital expenditure	-	-	-	-	-	-
Total Capital Expenditure	820	609	328	328	358	319
TOTAL ECONOMIC EXPENDITURE	24,089	29,408	33,998	30,878	29,014	33,433

Programme summary of expenditure according to economic classification (GFS)

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
CURRENT EXPENDITURE						
Personnel:	14,120	16,353	17,986	15,591	16,515	18,343
- Salaries & related costs	14,033	16,189	17,932	11,119	11,119	11,119
- Overtime	-	-	-	-	-	-
- Improvement in conditions of service	-	-	-	778	1,657	2,523
- Other	87	164	54	3,694	3,739	4,701
Transfer payments:	5,695	5,899	-	-	-	-
- Subsidies	-	-	-	-	-	-
- Local governments	-	-	-	-	-	-
- Public entities	-	-	-	-	-	-
- Households and non-profit organisations	5,695	5,899	-	-	-	-
- Foreign countries & international credit institutions	-	-	-	-	-	-
Other current expenditure:	3,454	6,547	15,684	14,959	12,141	14,771
- Administrative expenditure	1,653	2,396	10,523	10,174	8,331	9,761
- Rental of equipment	78	303	197	209	204	224
- Stores	189	380	370	382	444	444
- Rental of buildings	-	511	550	559	459	609
- Professional & special services	1,534	2,942	3,333	3,415	2,440	3,440
- Maintenance & repairs	-	-	155	161	199	219
- Other	-	15	556	59	64	74
TOTAL CURRENT EXPENDITURE	23,269	28,799	33,670	30,550	28,656	33,114
CAPITAL						
Capital transfers	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-
Movable capital	820	609	328	328	358	319
Motor Vehicles	-	-	-	-	-	-
Equipment:						
- Computers	820	609	328	-	-	-
- Other office equipment & furniture	-	-	-	328	358	319
- Other capital equipment	-	-	-	-	-	-
Fixed capital	-	-	-	-	-	-
- Land	-	-	-	-	-	-
- Buildings	-	-	-	-	-	-
- Infrastructure	-	-	-	-	-	-
- Other	-	-	-	-	-	-
TOTAL CAPITAL	820	609	328	328	358	319
Current expenditure	23,269	28,799	33,670	30,550	28,656	33,114
Capital expenditure	820	609	328	328	358	319
TOTAL EXPENDITURE	24,089	29,408	33,998	30,878	29,014	33,433

Transfer payments included in Programme 2

Name of recipient (R'000)	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Universities	5,899				
TOTAL TRANSFER PAYMENTS	5,899	-	-	-	-

PROGRAMME 3: LEGAL SERVICES

Purpose of the Programme:

- Coordination of Legal Services in the Province.

Objective(s):

- To ensure improved co-ordination between departments and clusters
- To ensure effective provincial performance
- To facilitate improved provincial management practices
- To promote optimal provincial resource utilisation
- To ensure effective support to the administration and to the Executive Authority

Output(s):

- Legal co-ordination progress reports
- Legislation review reports
- Amendments to existing Acts
- Legislature committees assisted
- Integrated provincial litigation database
- Legally sustainable suspensions and dismissals
- Legal opinions, agreements drafted/persuaded

Programme summary of expenditure according to programme

Sub-programme (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Management Support	-	-	701	839	889	960
2. Legislation	-	-	974	1,027	1,139	1,207
3. Litigation	-	-	837	880	932	1,471
4. Legal Services	2,648	3,001	725	758	1,625	871
Total programmes	2,648	3,001	3,237	3,504	4,585	4,509

Programme summary of expenditure and estimates

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Current:						
Personnel	2,225	2,527	2,984	3,236	3,425	3,720
Transfer payments (current)	-	-	-	-	-	-
Administrative expenditure	269	324	143	158	250	299
Stores	38	54	40	40	40	50
Professional and special services	28	20	40	32	832	440
Other current expenditure	16	43	-	8	8	-
Total Current Expenditure	2,576	2,968	3,207	3,474	4,555	4,509
Capital:						
Transfer payments (capital)	-	-	-	-	-	-
Equipment	72	33	30	30	30	-
Land and Buildings	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Other capital expenditure	-	-	-	-	-	-
Total Capital Expenditure	72	33	30	30	30	-
TOTAL ECONOMIC EXPENDITURE	2,648	3,001	3,237	3,504	4,585	4,509

Programme summary of expenditure according to economic classification (GFS)

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
CURRENT EXPENDITURE						
Personnel:	2,225	2,527	2,984	3,236	3,425	3,720
- Salaries & related costs	2,219	2,520	2,974	2,647	2,647	2,647
- Overtime	-	-	-	-	-	-
- Improvement in conditions of service	-	-	-	161	344	520
- Other	6	7	10	428	434	553

Transfer payments:	-	-	-	-	-	-
- Subsidies	-	-	-	-	-	-
- Local governments	-	-	-	-	-	-
- Public entities	-	-	-	-	-	-
- Households and non-profit organisations	-	-	-	-	-	-
- Foreign countries & international credit institutions	-	-	-	-	-	-
Other current expenditure:	351	441	223	238	1,130	789
- Administrative expenditure	269	324	143	158	250	299
- Rental of equipment	16	43	-	-	-	-
- Stores	38	54	40	40	40	50
- Rental of buildings	-	-	-	-	-	-
- Professional & special services	28	20	40	32	832	440
- Maintenance & repairs	-	-	-	-	-	-
- Other	-	-	-	8	8	-
TOTAL CURRENT EXPENDITURE	2,576	2,968	3,207	3,474	4,555	4,509
<u>CAPITAL</u>						
Capital transfers	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-
Movable capital	72	33	30	30	30	-
Motor Vehicles	-	-	-	-	-	-
Equipment:						
- Computers	72	33	30	30	30	-
- Other office equipment & furniture	-	-	-	-	-	-
- Other capital equipment	-	-	-	-	-	-
Fixed capital	-	-	-	-	-	-
- Land	-	-	-	-	-	-
- Buildings	-	-	-	-	-	-
- Infrastructure	-	-	-	-	-	-
- Other	-	-	-	-	-	-
TOTAL CAPITAL	72	33	30	30	30	-
Current expenditure	2,576	2,968	3,207	3,474	4,555	4,509
Capital expenditure	72	33	30	30	30	-
TOTAL EXPENDITURE	2,648	3,001	3,237	3,504	4,585	4,509

PROGRAMME 4: COMMUNICATIONS

Purpose:

- To ensure that the provincial government has capacity to communicate both internally and externally.
- To implement the decision on the establishment of Multi-purpose Community Centres in the province.
- Coordination of Provincial Events.
- Implementation of the North West Communication Act, 30 of 1994.

Objective(s):

- To ensure effective provincial communication
- To ensure effective provincial performance
- To facilitate improved provincial management practices
- Ensure effective internal communication strategy

Outputs(s):

- Communication policy
- Communication strategy
- Image building programme
- Operational Website
- Monitoring and evaluation reports
- Needs analysis reports
- Research and development reports
- Communication audit

Programme summary of expenditure according to programme

Sub-programme (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Management Support	8,538	8,667	8,503	889	930	1,180
2. Publications	-	-	424	3,709	4,378	4,240
3. Regional Liaison	-	-	1,247	3,723	3,915	4,514
4. Media Liaison	861	1,203	2,985	3,559	3,238	3,694
Total programmes	9,399	9,870	13,159	11,880	12,461	13,628

Programme summary of expenditure and estimates

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Current:						
Personnel	-	-	3,312	8,479	8,977	9,956
Transfer payments (current)	8,538	8,667	7,876	-	21	-
Administrative expenditure	-	-	536	1,219	1,302	1,140
Stores	-	-	273	748	735	798
Professional and special services	861	1,203	1,030	1,145	1,137	1,445
Other current expenditure	-	-	62	119	155	169
Total Current Expenditure	9,399	9,870	13,089	11,710	12,327	13,508
Capital:						
Transfer payments (capital)	-	-	-	-	-	-
Equipment	-	-	70	170	134	120
Land and Buildings	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Other capital expenditure	-	-	-	-	-	-
Total Capital Expenditure	-	-	70	170	134	120
TOTAL ECONOMIC EXPENDITURE	9,399	9,870	13,159	11,880	12,461	13,628

Programme summary of expenditure according to economic classification (GFS)

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
CURRENT EXPENDITURE						
Personnel:	-	-	3,312	8,479	8,977	9,956
- Salaries & related costs	-	-	3,302	6,216	6,216	6,216
- Overtime	-	-	-	-	-	-
- Improvement in conditions of service	-	-	-	423	901	1,371
- Other	-	-	10	1,840	1,860	2,369
Transfer payments:	8,538	8,667	7,876	-	21	-
- Subsidies	-	-	-	-	-	-
- Local governments	-	-	-	-	21	-
- Public entities	8,538	8,667	7,876	-	-	-
- Households and non-profit organisations	-	-	-	-	-	-
- Foreign countries & international credit institutions	-	-	-	-	-	-

Other current expenditure:	861	1,203	1,901	3,231	3,329	3,552
- Administrative expenditure	-	-	536	1,219	1,302	1,140
- Rental of equipment	-	-	36	71	87	95
- Stores	-	-	273	748	735	798
- Rental of buildings	-	-	-	-	-	-
- Professional & special services	861	1,203	1,030	1,145	1,137	1,445
- Maintenance & repairs	-	-	20	40	60	66
- Other	-	-	6	8	8	8
TOTAL CURRENT EXPENDITURE	9,399	9,870	13,089	11,710	12,327	13,508
CAPITAL						
Capital transfers	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-
Movable capital	-	-	70	170	134	120
Motor Vehicles	-	-	-	-	-	-
Equipment:						
- Computers	-	-	70	170	134	120
- Other office equipment & furniture	-	-	-	-	-	-
- Other capital equipment	-	-	-	-	-	-
Fixed capital	-	-	-	-	-	-
- Land	-	-	-	-	-	-
- Buildings	-	-	-	-	-	-
- Infrastructure	-	-	-	-	-	-
- Other	-	-	-	-	-	-
TOTAL CAPITAL	-	-	70	170	134	120
Current expenditure	9,399	9,870	13,089	11,710	12,327	13,508
Capital expenditure	-	-	70	170	134	120
TOTAL EXPENDITURE	9,399	9,870	13,159	11,880	12,461	13,628

Transfer payments included in Programme 4

Name of recipient (R'000)	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Public Entities:					
North West Communication Service	8,667	7,876			
TOTAL TRANSFER PAYMENTS	8,667	7,876	-	-	-

PROGRAMME 5: GOVERNANCE AND SPECIAL PROGRAMMES

Purpose of programme:

To facilitate provincial policy formulation, research, advocacy, monitoring and evaluation, training and secretariat functions. Services are rendered to all levels of government and to a variety of stakeholders in civil society.

Objective(s):

- To ensure improved co-ordination between departments and clusters
- To ensure improved intergovernmental co-ordination
- To facilitate improved co-ordination between institutions and other stakeholders
- To ensure effective provincial performance
- To ensure effective provincial communication
- To ensure effective administrative support to the Executive Authority

Output(s):

- Co-ordination strategy
- Agreements/partnerships established
- Co-ordination of technical support to governance clusters
- Intergovernmental relations and cooperative governance
- Monitoring and evaluation reports
- Research and development reports
- Information security strategy
- Coordination of provincial events, e.g. National Women's Day, Women in Partnership against AIDS, Campaign to End Violence against Women, Human Rights Day, National Youth Day, Deaf Awareness Day

- The establishment of an Inter-Departmental Committee on youth affairs.
- A Provincial Youth Economic Participation Strategy.
- Establishment of the Youth Policy Research and Resource Centre at the University of the North West.
- The Youth Commission/South African Breweries KICK-START Project.
- The Youth Commission/Shell Live-Wire Project.
- The setting up and launch of local youth councils and Provincial Youth Council.
- Operationalisation of the Integrated Provincial Disability Strategy and its related implementation matrix
- Provincial Disability Affirmative Action Guidelines
- Training of members of the Disability Support Committee, comprising representatives from 10 departments
- The establishment of 5 regional disability forums to assist with coordinating and implementing disability-sensitive programmes
- A weekly disability slot on the programme of a local radio station
- The organisation of 8 meetings of the Board of Trustees.
- 6 reports and draft policy papers for the Board of Trustees.
- Assistance with 5 fundraising activities for the Board.
- A total of 30-40 students from the public assisted with bursary loans.
- Support for 5 youth development projects.

Programme summary of expenditure according to programme

Sub-programme (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Management Support	-	-	975	1,129	1,569	1,584
2. Urban & Rural Development	-	-	8,060	1,219	1,231	1,133
3. Research	-	-	1,237	3,541	3,708	2,252
4. Intergovernmental Relations	-	-	2,516	2,488	3,249	3,243
5. Special Programmes	29,234	29,674	31,122	13,567	15,818	15,679
6. Traditional Leaders	5,199	5,100	8,661	17,569	19,282	20,279
Total programmes	34,433	34,774	52,571	39,513	44,857	44,170

Programme summary of expenditure and estimates

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Current:						
Personnel	18,729	22,898	32,541	24,852	26,364	27,909
Transfer payments (current)	14,178	9,463	13,121	5,617	6,816	6,816
Administrative expenditure	1,227	1,587	3,626	5,240	7,563	6,944
Stores	43	134	539	583	533	578
Professional and special services	30	121	1,281	2,340	2,410	910
Other current expenditure	72	287	1,030	758	933	1,013
Total Current Expenditure	34,279	34,490	52,138	39,390	44,619	44,170
Capital:						
Transfer payments (capital)	-	-	-	-	-	-
Equipment	154	284	433	123	238	-
Land and Buildings	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Other capital expenditure	-	-	-	-	-	-
Total Capital Expenditure	154	284	433	123	238	-
TOTAL ECONOMIC EXPENDITURE	34,433	34,774	52,571	39,513	44,857	44,170

Programme summary of expenditure according to economic classification (GFS)

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
CURRENT EXPENDITURE						
Personnel:	18,729	22,898	32,541	24,852	26,364	27,909
- Salaries & related costs	18,671	22,871	32,448	16,466	16,466	16,466
- Overtime	-	-	-	-	-	-
- Improvement in conditions of service	-	-	-	1,240	2,642	4,027
- Other	58	27	93	7,146	7,256	7,416
Transfer payments:	14,178	9,463	13,121	5,617	6,816	6,816
- Subsidies	-	-	-	-	-	-
- Local governments	-	-	-	-	-	-
- Public entities	3	557	500	500	500	500
- Households and non-profit organisations	14,175	8,906	12,621	5,117	6,316	6,316
- Foreign countries & international credit institutions	-	-	-	-	-	-
Other current expenditure:	1,372	2,129	6,476	8,921	11,439	9,445
- Administrative expenditure	1,227	1,587	3,626	5,240	7,563	6,944
- Rental of equipment	72	-	319	201	165	180
- Stores	43	134	539	583	533	578
- Rental of buildings	-	264	613	319	563	613
- Professional & special services	30	121	1,281	2,340	2,410	910
- Maintenance & repairs	-	-	24	154	129	134
- Other	-	23	74	84	76	86
TOTAL CURRENT EXPENDITURE	34,279	34,490	52,138	39,390	44,619	44,170
CAPITAL						
Capital transfers	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-
Movable capital	154	284	433	123	238	-
Motor Vehicles	-	-	-	-	-	-
Equipment:						
- Computers	154	284	433	123	238	-
- Other office equipment & furniture	-	-	-	-	-	-
- Other capital equipment	-	-	-	-	-	-
Fixed capital	-	-	-	-	-	-
- Land	-	-	-	-	-	-
- Buildings	-	-	-	-	-	-
- Infrastructure	-	-	-	-	-	-
- Other	-	-	-	-	-	-
TOTAL CAPITAL	154	284	433	123	238	-
Current expenditure	34,279	34,490	52,138	39,390	44,619	44,170
Capital expenditure	154	284	433	123	238	-
TOTAL EXPENDITURE	34,433	34,774	52,571	39,513	44,857	44,170

Transfer payments included in Programme 5

Name of recipient (R'000)	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Public Entities:					
North West Youth Development Trust	557	500	500	500	500
Other:					
Traditional Authorities	8,906	5,621	5,117	6,316	6,316
Kgalagadi Nade Project		7,000			
TOTAL TRANSFER PAYMENTS	9,463	13,121	5,617	6,816	6,816

PROGRAMME 6: PROVINCIAL POLICY MANAGEMENT

Purpose of programme:

To facilitate provincial policy formulation, planning, project management and information gathering and coordination

Objective(s):

- To ensure improved co-ordination between departments and clusters
- To facilitate improved co-ordination between institutions and other stake holders
- To ensure improved provincial governance information
- To ensure effective provincial government information management
- To facilitate effective provincial project management

Output(s):

- Annual provincial plan update and review
- Annual barometer report for province
- Consolidated Provincial Government report to citizens
- Annual resource use impact analysis and evaluation
- Development and growth position papers
- Policy formulation and delivery reviews and evaluations
- Efficient cluster programme coordination
- Governance interaction analysis and evaluations
- Integrated provincial performance plan.
- Provincial project appraisal reports.
- Monitoring and evaluation reports.
- Design and maintenance of databases.
- Publication of METADATA records.
- Obtain or purchase provincial base data from stakeholders and vendors.
- Negotiate the structure and format of datasets for provincial use
- Collate and coordinate disparate datasets in a standardised warehouse structure.
- Dissemination of statistical and general data, via the Intranet and Internet, using the standardised warehouse structure.
- Manage a "clearing house" for the publication of information on the Intranet and Internet.
- Create and manage an Intranet and Internet based Spatial Information Service.
- Publication of approved spatial information attributes.
- Map/graph creation and production.

Programme summary of expenditure according to programme

Sub-programme (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Management Support	655	1,425	1,461	2,259	1,905	1,959
2. Project Management	-	-	2,679	4,249	4,171	4,310
3. Provincial Policy and Planning	2,116	1,954	2,753	3,633	3,710	3,933
4. Monitoring & Evaluation	-	-	1,293	2,420	2,257	2,421
5. Information Management	1,127	1,525	1,547	2,289	2,238	2,405
Total programmes	3,898	4,904	9,733	14,850	14,281	15,028

Programme summary of expenditure and estimates

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001 Actual	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Current:						
Personnel	2,783	2,837	4,640	7,173	7,592	8,377
Transfer payments (current)	364	251	790	790	790	790
Administrative expenditure	286	425	729	1,513	1,728	1,856
Stores	62	140	302	402	389	439
Professional and special services	243	476	1,985	3,335	2,799	2,508
Other current expenditure	160	775	784	1,134	953	1,018
Total Current Expenditure	3,898	4,904	9,230	14,347	14,251	14,988

Capital:						
Transfer payments (capital)	-	-	-	-	-	-
Equipment	-	-	503	503	30	40
Land and Buildings	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Other capital expenditure	-	-	-	-	-	-
Total Capital Expenditure	-	-	503	503	30	40
TOTAL ECONOMIC EXPENDITURE	3,898	4,904	9,733	14,850	14,281	15,028

Programme summary of expenditure according to economic classification (GFS)

Classification (R'000)	Programme Summary of Expenditure and Estimates					
	2000/ 2001	2001/ 2002	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006
	Actual	Actual	Est. Actual	MTEF	MTEF	MTEF
CURRENT EXPENDITURE						
Personnel:	2,783	2,837	4,640	7,173	7,592	8,377
- Salaries & related costs	2,774	2,824	4,626	5,488	5,488	5,488
- Overtime	-	-	-	-	-	-
- Improvement in conditions of service	-	-	-	358	763	1,158
- Other	9	13	14	1,327	1,341	1,731
Transfer payments:	364	251	790	790	790	790
- Subsidies	-	-	-	-	-	-
- Local governments	-	-	-	-	-	-
- Public entities	-	-	-	-	-	-
- Households and non-profit organisations	364	251	790	790	790	790
- Foreign countries & international credit institutions	-	-	-	-	-	-
Other current expenditure:	751	1,816	3,800	6,384	5,869	5,821
- Administrative expenditure	286	425	729	1,513	1,728	1,856
- Rental of equipment	160	233	115	115	120	125
- Stores	62	140	302	402	389	439
- Rental of buildings	-	542	517	867	817	867
- Professional & special services	243	476	1,985	3,335	2,799	2,508
- Maintenance & repairs	-	-	152	152	16	26
- Other	-	-	-	-	-	-
TOTAL CURRENT EXPENDITURE	3,898	4,904	9,230	14,347	14,251	14,988
CAPITAL						
Capital transfers	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-
Movable capital	-	-	503	503	30	40
Motor Vehicles	-	-	-	-	-	-
Equipment:						
- Computers	-	-	503	503	30	40
- Other office equipment & furniture	-	-	-	-	-	-
- Other capital equipment	-	-	-	-	-	-
Fixed capital	-	-	-	-	-	-
- Land	-	-	-	-	-	-
- Buildings	-	-	-	-	-	-
- Infrastructure	-	-	-	-	-	-
- Other	-	-	-	-	-	-
TOTAL CAPITAL	-	-	503	503	30	40
Current expenditure	3,898	4,904	9,230	14,347	14,251	14,988
Capital expenditure	-	-	503	503	30	40
TOTAL EXPENDITURE	3,898	4,904	9,733	14,850	14,281	15,028

Transfer payments included in Programme 6

Name of recipient (R'000)	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Other:					
Are Ageng	251	790	790	790	790
TOTAL TRANSFER PAYMENTS	251	790	790	790	790

Summary of departmental transfer payments

Name of recipient	Departmental Summary of transfer payments				
	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Public Entities:					
North West Communication Service	8,667	7,876			
North West Youth Development Trust	557	500	500	500	500
Other:					
University of North West & Others	6,049	150	150	175	175
Tribal Authorities	8,906	5,621	5,117	6,316	6,316
Are Ageng	251	790	790	790	790
Kgalagadi Node		7,000			
TOTAL TRANSFER PAYMENTS	24,430	21,937	6,557	7,781	7,781

Summary of departmental estimates of revenue

Revenue Item (R'000)	Departmental Summary of revenue				
	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Study/Bursary loans	757	386	389	390	350
Subsidised vehicles	99	29	29		
Rental of government housing	172	130	130	130	130
Debt collection - other	712	12	6		
TOTAL ESTIMATED REVENUE	1,740	557	554	520	480

Summary of departmental personnel cost

Summary of personnel cost (R'000)	Departmental Summary of personnel cost				
	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Managers (Directors and above)	9,220	16,135	14,796	15,832	16,782
Middle management (Deputy & Assistant Directors)	23,531	27,870	30,996	32,694	35,515
Professional Staff	2,460	1,476	1,477	1,580	1,675
Other Staff	24,345	28,577	32,141	34,031	36,597
Staff additional to the establishment	-	-	-	-	-
Contract employees	422	-	-	-	-
TOTAL PERSONNEL COST	59,978	74,058	79,410	84,137	90,569

Summary of departmental personnel numbers

Summary of personnel numbers	Departmental Summary of personnel numbers				
	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
Managers (Directors and above)	20	35	40	40	40
Middle management (Deputy & Assistant Directors)	125	127	141	141	141
Professional Staff	5	3	4	4	4
Other Staff	383	387	405	405	405
Staff additional to the establishment	-	-			
Contract employees	1				
TOTAL PERSONNEL NUMBERS	534	552	590	590	590

Summary of departmental personnel numbers per programme

Personnel numbers per programme *	2001/ 2002 Actual	2002/ 2003 Est. Actual	2003/ 2004 MTEF	2004/ 2005 MTEF	2005/ 2006 MTEF
1. Provincial Management and Administration	109	115	131	131	131
2. Corporate Support Services	102	98	109	109	109
3. Legal Services	13	13	14	14	14
4. Communications	49	51	51	51	51
5. Governance and Special Programmes	224	240	250	250	250
6. Policy Management	37	35	35	35	35
Total personnel numbers	534	552	590	590	590
Total personnel cost (R'000)	59,978	74,058	79,410	84,137	90,569
Unit cost (R'000)	112.32	134.16	134.59	142.61	153.51

NB: CHIEFS AND HEADMEN TOTALLING 184 NOT INCLUDED IN PERSONNEL NUMBERS BUT IN PERSONNEL COST