

## **FINANCE AND ECONOMIC DEVELOPMENT: PART A: STRATEGIC OVERVIEW**

### **1. Statement of policy and commitment by the MEC**

The Province needs a sustainably growing economy that increases welfare of its citizens. The provincial economic successes achieved over a period of almost a decade form a foundation for a much faster growth in the next Medium Term Expenditure Period. Equally important is the need for an equitable wealth distribution in order to effectively minimise and finally eradicate the scourge of poverty.

The Provincial Microeconomic Strategy is, therefore, driven by sectors in which the province has a potential sustainable competitive advantage and effort is targeted at those areas that have potential for optimum positive impact on the lives of our people. Central to the microeconomic strategy are the maintenance of closer relationship with stakeholders, strong intergovernmental relations in order to maximise integration, the responsive provincial fiscal policies and acceptable standards of corporate governance and environmental management.

During this year, the Department of Finance and Economic Development in pursuit of its mission and its goals, shall increase its flexibility in rendering effective service, embark on waste elimination and minimise lead times in responding to the needs of the people we serve.

T.A. MUFAMADI

MEMBER OF THE EXECUTIVE COUNCIL

FINANCE AND ECONOMIC DEVELOPMENT

## **2. Overview by the accounting officer**

The Limpopo Provincial economy is largely factor driven. The first face of the Economic Strategy of the Province concentrated on the unlocking of key primary sectors. The primary sector is now unlocked and is reasonably active. It is now opportune to begin to concentrate efforts in the creation of down stream economic activities. There is a need to embark on a vigorous formation of industrial clusters in order to ensure higher growth in sustainable jobs and wealth creation. This forms the basis of the Provincial Microeconomic Strategy for the current Medium Term Expenditure period.

This year the empowering of regions shall enable decision making at customer interface level. The strengthening of environmental management shall ensure rapid sustainable development and the transformation of the nature reserves, building of icons, and vigorous marketing, for tourism to grow and thus create opportunities for growth in investment.

The increasing pace in the restructuring of state assets and the outsourcing of non-core functions through the Public Private Partnerships and the increased role of Treasury in the inter-governmental fiscal relations require optimising of capacity within Treasury this year in order to discharge these obligations. Substantial progress in the development and implementation of integrated financial management systems is expected to be made this year.

## **3. Vision**

The economic vision of the Department is to grow the Provincial economy to the major contributor to National Wealth by the year 2020. The creation down stream economic activity should increase the growth rate of the provincial economy beyond the current level on a sustainable basis. Furthermore effort will be made to enhance the growing economy's ability to create jobs.

The Input-Output Model developed is a tool that enables province to concentrate effort in the sectors that have the highest job creation elasticity.

The Input-Output Model developed shows that manufacturing, construction and trade are the strongest sectors for job creation after the agricultural sector. See Figure 6 below.

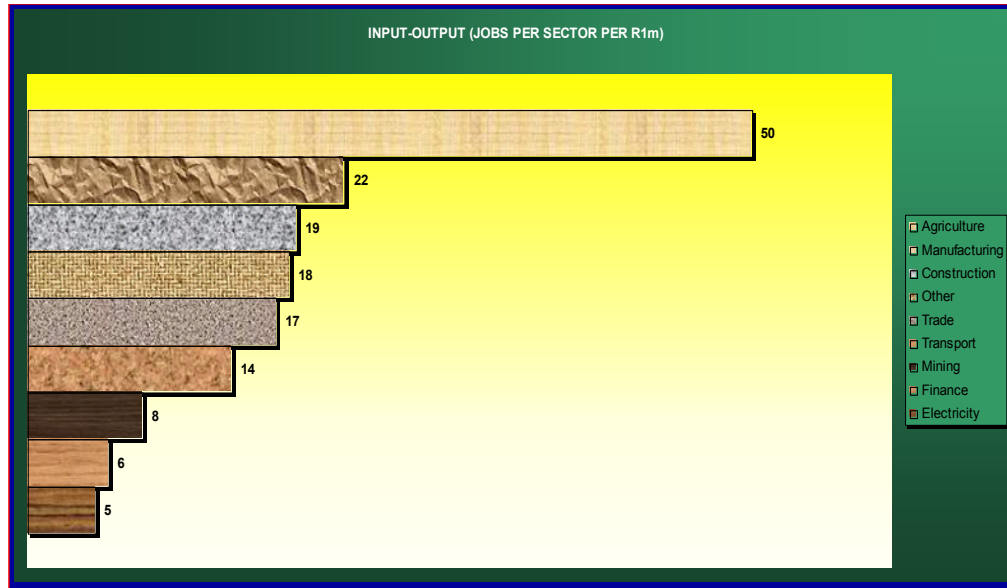


Figure 6: Input –Output Models shows the job creation elasticity of sectors. The Leading sector is Agriculture, then Manufacturing, construction and trade.

The Department shall support the development and growth of the Agricultural, Mining and Tourism Industrial Clusters.

The growth in the tourism sector shall result in demand increase in the province and should be accompanied by robust investment drive in these identified primary and secondary sectors. These should characterise the second phase of the provincial economic development strategy. Investment drive will be embarked upon through: -

- Packaged investment opportunities that are sufficiently researched and targeted at specific investors.
- The infrastructure development plan with both funding and coordination strategies in support of the investment drive.
- Strong Intergovernmental Relations will be developed in order to enhance integration of effort.

#### 4. Mission

The mission of the Department is to stimulate and maintain an enabling environment conducive to sustainable economic growth, social justice and a decent quality of life for all.

## 5. Strategic Goals

The mission shall be accomplished through the pursuit of the following strategic goals: -

- Above average economic growth rate
- Increase in investments
- Thriving SMME's in all sectors
- Equitable distribution of resources
- Healthy and fair trade
- Sound provincial fiscal policies in line with National Macroeconomic Strategies
- Positioning Limpopo as the preferred eco-tourism destination in SADC
- Sustainable development through sound environmental management
- Job creation

5.1. An increase in the economic growth rate

- Sound microeconomic strategy based on potential competitive sectors in the Province
- Continuous evaluation of the economic performance
- The implementation of Industrial Development Strategy
- Advancement of Black Economic Empowerment

5.2. An Increase in Investment

Investments will be promoted through the:

- Facilitation of twinning agreements, economic co-operation and investment agreements
- Convening of the investment summit
- Development of investment policy for Spatial Development Initiatives
- Package Spatial Development Initiatives
- Shortening of lead time in accessing supply side incentives

5.3. Flourishing SMME's in all sectors

Thriving SMME's in all sectors shall be attained through: -

- Expansion of the incubation programme

- Updating of database on sectoral basis
- The creation of a mechanism to link SMME's
- Identify and categorise SMME's opportunities in the province
- The development of a procurement preference instrument for the SMME sector
- Creation of an SMME's Clearing House for the Province
- The clarification of and adjustment of the roles of SMME agencies

#### 5.4. Job Creation

In its endeavour to contribute to the growth of the national economy, the department has placed special focus on job creation through the following initiatives:

- Reforming the Budget for Capital Expenditure in line with PGDS and MTEF
- Establishment of a framework for linking investment and capital expenditure with SMME's
- Focusing of effort on the sectors with larger elasticity in the creation of jobs
- Facilitation of the establishment of the mega and micro projects in SDI areas and link those with SMME to create jobs
- Establishment of Co-operative Movement in the Province

#### 5.5 A Healthy and Fair Trade environment

In an attempt to promote fair business practices and healthy consumer society, the department intends to:

- Facilitate the implementation of a provincial trade agreement, which creates an environment conducive for healthy and fair trade
- Consumer Protection
- Trade Regulation
- Create a healthy and a thriving liquor industry

#### 5.6 Equitable Distribution of Resources

Central to the economic development is to ensure that financial resources are equitably distributed to the previously disadvantaged individuals with a view of encouraging them to participate in economic development initiatives. The department intends to facilitate this process through:

- The development of a Black Economic Empowerment strategy for the province

- The development of a budgetary framework to ensure equitable distribution of resources
- Reviewing the current procurement system to ensure that it provides equal opportunities for all, within acceptable standards

#### 5.7 Sound Provincial Fiscal Policy Development and the Implementation and Management

Among all departments, the Department of Finance and Economic Development is placed at the forefront of ensuring sound financial management for the entire province. In taking charge of this responsibility, the department commits itself to: -

- Budget reform in line with Executive Council Mandates and within National Macroeconomic Strategy
- Implementation of the integration of the provincial financial system
- Development and implementation of requisite asset restructuring and capital appraisal frameworks.

#### 5.8 Ensuring that the Limpopo Province becomes the preferred eco-tourism destination in Southern Africa

The department shall drive the process of untapping the rich tourism potential that this

Province has, through the following programmes: -

- Developing the tourism products around the Provincial icons in order to increase public and private sector investment by at least 25%
- Increase tourism activities in the Province by 50% through better utilisation of Casino and Gambling, Pietersburg Airport and the Provincial Reserves
- Establish an institutional framework through which the tourism industry and the provincial parks will be regulated and managed
- Develop a policy document which will assist to facilitate and ensure community and black entrepreneurs to participate in the main stream tourism, including skills development
- Expose the Northern Province products and icons to both international and local markets to maintain constant inflow of visitors to reach 60% occupancy rate
- Lengthen the stay of visitors to the Northern Province from an average of five days to an average of ten days.

#### 5.9 Development and implementation of programmes and services that ensure environmentally just and sustainable development

- Regulation on the use and impact of natural resources.
- Ensure equitable and sustainable development of biodiversity of the province.
- Empower people to participate in sound environmental governance at all levels.

- Minimise negative environmental impact.
- Minimise waste and pollution in the province.

## **6. Values**

We pledge that our dealings with internal and external clients will be guided by Ubuntu and the principles of Batho Pele that will ensure our commitment to the delivery of services, which entails a work ethos that encompasses:

- Integrity,
- Transparency,
- Honesty,
- Services excellence, and
- Responsiveness.

This success will be achieved through the following endeavours:

- An increase in the economic growth rate
- An increase in investment
- Flourishing SMME in all sectors
- Job creation
- A healthy and fair trade environment
- Equitable distribution of resources
- Sound Provincial fiscal policy development and the implementation and management in line with the National Macro Economic Strategy
- Ensuring that the Northern Province become the preferred eco-tourism destination in Southern Africa
- Development and Implementation of programmes and services that ensure environmentally just and sustainable development.

## 7. Legislative and other mandates

In the Department's endeavour to achieve the strategic goals as stipulated in item 5 above, we will be regulated and guided by the the following legislation and mandates.

- Constitution of the Republic of South Africa
- Provincial Growth and Development Strategy
- National Macro-economic Strategy
- Executive Council Resolutions
- Black Economic Empowerment
- National Small Business Act
- Business License Act
- Liquor Act
- Credit Agreement Act
- Sales and Services Matters Act
- Usury Act
- Northern Province Development Corporation Act
- Harmful Business Act
- Preferential Procurement Framework Act
- Job Summit Resolutions
- Tender Board Act
- Tourism White Paper
- National Environment Act
- Public Finance Management Act
- Intergovernmental Fiscal Relations Act
- Auditor-General's Act
- Appropriation Act
- Provincial Revenue Process Act
- The borrowing powers of the Provinces Act
- Basic Conditions of Employment Act, 1997
- Batho Pele White Paper, 1997
- Employment Equity Act, 1998
- HIV/AIDS Strategic Plan for South Africa 2000-2005
- Labour Relations Act, 1995
- Public Service Act, 1994
- Public Service Regulations, 2001
- Skills Development Act, 1998
- National Skills Development Strategy for South Africa, 2001
- Affirmative Action in the Public Service, 1998
- New Employment Policy for the Public Service, 1997
- Human Resources Management in the Public Service, 1997
- Public Service Training and Training and Education, 1998
- Transformation of the Public Service, 1995
- Occupational Health and Safety Act



## 8. Description of status quo

The economy of the Province has grown appreciably over the years. The department require to emphasize growth in those sectors that has positive job creation elasticities. In the circumstances the Department will increase efforts at Intergovernmental relations and with stakeholders in order to direct resources in those areas that have been identified as crucial for maximum positive impact in the Province and also in those sectors that has potential for optimal growth in employment. Furthermore the department will lead the advancement of Black Economic Empowerment.

The Department has been involved in various regional visits to assess the extend of service delivery at the regions. Our learning has been that there was a need to strengthen regions to enhance service delivery. A regional structure has now been completed aimed at increasing flexibility, eliminating waste, and enabling quality enhancement and faster response to customers. This will enhance integration with local government and improve service delivery.

The Department has finalised the absorption of the environment division and also realised that there was a need to rationalise Nature Reserves which have been underperforming. With the transfer of Environment and the need to increase performance of these reserves, we have established the Provincial Tourism and Parks Board to manage the turn around of these institutions in such a way that there is an increase in tourism, improvement in environmental management and minimization of reliance on government resources for sustenance of such reserves.

There is progress in the implementation of PFMA in the Province. An integrated financial management system is being implemented with the view to enhance compliance with PFMA and also to implement accrual accounting procedures activity based costings, supply chain management and improve on asset management and reporting.

The possible passing of Municipal Finance Management Bill creates responsibility for the stronger intergovernmental fiscal relations. Furthermore the quickening pace in and the delegation of such responsibilities to the Province by National Treasury have necessitated the erection of Treasury unit that deals with intergovernmental fiscal relations as well as the restructuring of state assets. The major challenge of Treasury this year is the development of requisite capacity to discharge these responsibilities.

Environment management which was more skewed to nature conservation with the fast of developments in the mining industry together with the expected increase in the industrialisation, required an enhanced capacity in the environment division to discharge a comprehensive environment management programme that will promote sustainable growth.

## 9. Description of strategic planning process

The following phases were followed in the Departmental strategic planning process:

### **Phase 1 : Environmental Scanning**

Interface with major stakeholders,

Research through Economic Planning unit.

### **Phase 2: Situational Analysis**

Hold the Departmental strategic workshop including parastatals

Hold the Economic cluster strategic Lekgotla consolidate and analyse data

### **Phase 3: Reviewal of a vision and mission**

### **Phase 4: Formulation of the strategic goals**

## PART B : PROGRAMMES AND SUB-PROGRAMMES STRATEGIC PLANS

### 1. Strategic Objectives

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
Corporate and Transformation Services	<b>Statement of overall aim of the programme</b> Strengthening the dynamism of the department for continuous improvement.				
Sub programme 1: Human Resource Development					
Invest in education and training for service delivery, quality of life and Labour mobility within the Department	Work place skills plan	Per employee	Develop & train 624 employees under the following categories: Top Manangement-24 Middle Management-50 Operational-300 Lower levels-250	Compliance to Skills Development Act	31 March 2004
	Reduced illiteracy	Per employee	500 general assistants to have written level II		Dec 2003

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
Sub programme 2: Transformation Services					
To improve & promote health standards of all employees by ensuring implementation of (EAP), (OHS) HIV & AIDS policies within the Department	100% awareness of all employees with respect to HIV/AIDS, OHS & EAP services	Per employee	60% usage of EAP services by employees 100% by management	Public Service Regulations, Occupational Health and Safety Act, HIV/AIDS Strategy plan 2000-2005	31 March 2004
			To have 40% of employees knowing their HIV Status		August 2003
Improve service delivery through implementation of service improvement plan	Value added service to customers.	Per employee	Reduced number of critical impact issues due to non-adherence of service levels & standards to zero	Bathopele policy, 1997	Dec 2003
			Increase % of on time service delivery to customers by 60%		31 March 2004
Implementation of employment Equity plan within Dept	Realisation of representative, equitable service delivery and equality of opportunity and benefits for all employees within the department.	Per employee	Reduce number of Customer complaints logged to 1%	Employment Equity Act	31 March 2004
			Growth in number of people with disability by 2% of the total work force & women in Management level by 30%		31 March 2004
			100% eradication of discriminatory practices by all to ensure enabling environmental for disadvantaged groups		31 March 2004
To promote professional service ethos within department	Disciplined, honest and efficient workforce	Per employee	Inclusion of 5% of AA programmes for HRD	White paper on Transformation	31 March 2004
			100% implementation of PMS by Management		31 March 2004
			80% implementation of disciplinary measures by Management when transgression takes place.	Corruption free & accountable workforce	31 March 2004
				Compliant with code of conduct for the Public Service	

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Sub programme 3: Human Resource Management</b>					
Implement Performance Management System within the Department	Improved performance by employees.	Per employee	Finalizations of 400 report for 2 <sup>nd</sup> & 3 <sup>rd</sup> notch	HRM in the public service	31 April 2003
			Have all 2015 of staff and management PA & MOA signed		31 March 2003
			Have all 2015 quarterly reviews & annual appraisals done on time		31 March 2004
To fine tune HR Plan to enhance service delivery	Capable HR meeting operational objectives in all divisions.	Per employee	Fill all critical posts in all divisions.		June 2003
Reorganise Persal role players to enable Human Resource Management to have effective internal processes and knowledge for efficient service delivery	Increased and efficient productivity by HRM	Per employee	Reduce wrong PERSAL transactions due to lack of knowledge to zero.	DPSA & National Treasury Manual	31 March 2004

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Sub programme 4: Information Technology</b>					
To align information support with Departmental Business requirements to ensure service delivery within Department	Approved master system plan or information plan	Per user	Integration of all Systems within the department	Public Service Regulations 2001	August 2003
Provide all divisions with adequate technology equipment and infrastructure.	Efficiency with respect to response time on the server	Per computer & printer	412 computers and printers.		Dec 2003
		Per KB	Investment in 121KB of technology		Dec 2003
<b>Sub programme 5: Internal Support Services</b>					
To provide efficient internal support with regard to communication, transport, & accommodation	Value added support service	Per vehicle	New 51 vehicles Old 200 road worthy vehicles Amalgamation and integration of 10 private branches exchanges within department		Oct 2003
		Per Sq m2	Provision of additional 926 sq m2 office space at Ismini Building.		Sept 2003
Ensure the integrity and Restoration of official records within the department	Value added support service	Per record	New filing system for personnel and registry records.  Acquisition of secured space for official records  Electronic document management system	Provincial Policy on Record mgt.	Dec 2003  March 2004

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Sub programme 6: Legal Services &amp; Labour Relations</b>					
To promote sound system of management of labour relations in the Department's work environment	100% awareness and understanding of labour relations issues by all.	Per employee	Increase usage by 80% of disciplinary measures by management when transgression takes place.  100% usage of correct grievance procedures by employees.  Reduction in disputes that are non-disputes due to non-implementation of available management systems	Labour relations Act, 1995	31 March 2004  31 March 2004  Dec 2003
<b>Sub programme 7: Organisation and Workstudy</b>					
To rationalise and streamline regional operations as per new model as well as Nature Reserves to attain effective (Internal) processes to produce better service.	Increased productivity	Per employee	Rationalized Nature Reserves and Regional operations per approved model	Public service regulations 2001	Dec 2003

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
<b>Subprogramme 8: Communications Services</b>					
Manage and build good media relations for maximum reach of provincial target audiences	A media that is geared towards balanced information Dissemination on departmental issues	media analysis services  media space and time in invested  research material  Media press kits	Media coverage  Minimum 3 pages on tabloids and 10 minutes air time per month  80% positive news, 15% neutral news 5% negative news	Information and news relevant to public's interest  News spoken with the department's Authority	Monthly
To establish a well managed and coordinated communication and public relations	Structured series of communication activities and generally well informed citizens and workforce	Cost per event  Cost per newsletter and media space  Cost for deco and signage for building  Cost per up-dated website formatted material	Bi-monthly interaction  250 000 public newsletters 3000internal newsletter  3 pages tabloid and 10 minutes air time. Improved reception area and foyer <i>image</i>  Reliable information from website		30 June, 31 Aug, 30 Oct – 2003; 31 Jan and 31 March 2004  30 Jun '03, 30 Sep '03, 15 Dec '03, 31 Mar 2004 Monthly  August 2003  July 2003
Implementation of promotions and market offerings. Strategic plan to stimulate demand of DFED's products	Well reinforced branding of products and services  Established synergies and strategic marketing <i>partnerships</i> .	Cost per relevant promotional item Cost of DFED's commitment in the strategic marketing partnerships of the province Cost per advertisements and advertorials	Gradual market penetration and assertion of DFED's services and products by increasing demand to 49% in the second quartile.		March 2004  March 2004

1	2	3	4	5	6
<b>Programmes Structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Sub programme 9: Security and Risk Management Services</b>					
Ensure adequate awareness and training regarding the Provincial Minimum Information Security Standards Policy (PMISS) within the department.	Increased security awareness	Per employee	Phased training of personnel Phase 1 Personnel in Strategic positions  Phase 2 Personnel in Sensitive positions  Phase 3 Other personnel	Increased security awareness  Increased security awareness  Increased security awareness	30/9/2003  28/2/2004  31/3/2004
To provide physical security infrastructure and specialized equipment for access control systems within department	Efficient and effective access control	Per employee	10% failure and or vulnerability of access control		March 2004.



1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
<b>Programme 2 : Accountant General</b>	<b>Statement of overall aim of the programme</b> To provide support for financial management in line with the PFMA provisions and financial regulations				
<b>Sub programme 1 : Governance and Compliance</b>					
Development and implementation of Provincial Treasury accounting policies , norms and standards	Sound financial management and reporting by all provincial departments on accounting policies, norms and standards  Co-ordinated closure of books  Support for departments on implementation of the Provincial Legislature Resolutions	Professional Services	<ul style="list-style-type: none"> <li>• Regulations</li> <li>• Monthly and quarterly reports</li> </ul> Monthly, quarterly reports and annual financial statements  Quarterly and annual reports to SCOPA	Compliance with the PFMA, Treasury Regulations and Accounting Standards	March 2004  15 <sup>th</sup> each month  31st May each year
<b>Sub programme 2: Financial Systems</b>					
Integrate financial management systems compliant with the PFMA	Intergrated financial management system within the Province	Professional services	All modules of finest implemented in all Provincial departments  Introduce systems to support local government		March 2004  March 2004
<b>Subprogramme 3 :Macro-Financial Management</b>					
To develop and Improve skills level in financial management	Improved financial management skills and performance.	Cost per trainee	All Senior Managers in all Provincial Departments to have been trained.  50% of total workforce at lower levels in all Provincial Departments to have been trained	Compliance with PFMA	March 2004  March 2004

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
<b>Programme 3 : Budget and Expenditure</b>	<b>Statement of overall aim of the programme</b> Sound Fiscal Policies expressing provincial priorities in line with National Macro-Economic Framework				
<b>Sub-programme 1: Budget Policy and Planning</b>					
Implementation of provincial fiscal policy	MTEF budget in line with Provincial and National priorities	Personnel Printing and research	Provincial budget Capital policy framework or model .	Budget conforming to PFMA,GFS and priorities	June 2003 - March 2004
Budget reforms and capex appraisal	Functioning PPP unit. Capital Appraisal Model. Training & Development.	Professional fees	Established PPP unit. Trained 23 officials	Policy framework in line with PFMA. Optimised resource allocation	March 2004 April 2004
Establishment of Intergovernmental Fiscal Relations unit to deal with local Government finances (IGFR)	Effective utilization of financial resource for service delivery within local government	Personnel	Established IGFR unit Introduction of multi year budgeting process.		March 2004
<b>Sub programme 2: Expenditure Control Management</b>					
Ensure sound provincial expenditure management	Expenditure within budget by provincial department	Personnel	Production of 12 Monthly, Provincial expenditure reports, four quarterly and one annual report.	PFMA	March 2004

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
<p><b>Sub-programme 3: Risk and Asset Management</b></p> <p>Development and Implementation of Risk and Asset Management Policy</p> <p>Implementation of Provincial Revenue policies and the maximization of own revenue collection</p>	<p>Investment returns</p> <p>Maintenance of the fiscal policy for better life and service for all</p>	<p>Personnel</p> <p>Training costs per person</p>	<p>Improvement of returns by 20% from the present baseline</p> <p>All revenue collecting personnel in all departments</p> <p>Collection and deposit of R330m Into the Revenue Account</p>	<p>High return on investment.</p> <p>All departments meeting targets and complying with the PFMA</p>	<p>March 2004</p> <p>March 2004</p>
<p><b>Sub programme 4: Inspection</b></p> <p>Ensure Economic and efficient use of stores within the province</p>	<p>Optimum use of stores.</p>	<p>Personnel</p>	<p>Inspection of 80% of all points within the province.</p> <p>Reduction of theft by 80% and misuse of government property.</p> <p>Capacitated government officials i.r.o financial and accounting management</p>	<p>One inspection point per person per month</p>	<p>March 2004</p> <p>March 2004</p>

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Programme 4: SMME and Commerce</b>	<b>Statement of overall aim of the programme</b> To provide a thoroughly regulated Trading Environment with a vibrant SMME sector which will stimulate socio-economic growth and development in Limpopo				
<b>Sub programme 1: SMME</b>					
To provide Financial and Non financial SMME support.	Sustainable SMME's through Incubation Funding  Advance BEE through establishment of co-operatives	Cost per SMME project	20% increase of the number of SMME's funded and supported  4 co-operatives established/revitalize	4400 sustainable jobs created	March 2004
<b>Sub-programme 2: Commerce</b>					
To regulate businesses in the Province and ensure responsible liquor trade and commercial practices	Commercial Database	Admin Cost per employee	50% of regulated commercial businesses	Eradication of illegal businesses	December 2003
Consumer Awareness and Protection	Well informed and protected consumers	Per consumer	25% of the population outreached	100% of consumer complaints resolved	December 2003

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Programme 5 : Industry, Economic Planning &amp; Research</b>	<b>Statement of overall aim of the programme</b> To promote industrial development in Limpopo Province				
<b>Sub programme 1: Industrial Development</b>					
Implementation of industrial development strategy	30% increase in both investment inflow and employment levels	Cost of development of IDZ .	1 300 jobs created	R300 Million rand worth investments directly attracted	March 2005
	Published investment incentive and support to investors.	Per rollout programme for industrial strategy	45 approved applications	Agriculture, mining, and tourism incentives	March 2004
	Developed marketing strategy for projects and locally manufactured products	Printed copies of investment incentives	Organise one provincial and two national trade exhibitions	Products to be compatible with provincial competitive sectors	March 2004
	Investment conference	Cost of marketing strategy  Conference costs	6 established Industrial Clusters in the Province	Promotion of linkages	June 2004
<b>Subprogramme 2 : Economic Planning and Research</b>					
Planning and implementation of micro-economic development	An investment and job creation model	Cost of professionals	Economic information report	Informed policy formulation and planning	Annually
	Economic database	Cost of development	Established website on economic data	Appropriateness	Annually
		Cost of infrastructure  Cost of training per employee	Information available in 6 districts and 26 local municipalities  Trained personnel on the usage of development information	User-friendliness	Twice a year September and March
		Cost of printing and publication	Socio –economic impact reports	Participation of Communities in poverty alleviation programmes	Annually

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
<b>Pogramme 6: Tourism, Resorts and Gaming</b>	<b>Statement of overall aim of the programme</b> The development and promotion of tourism in Limpopo				
<b>Sub-programme 1: Tourism</b>  Develop and promote tourism by doubling the Provincial GGP by 3.5% to 7%by 2007	Job creation and black economic empowerment  Coordinated public infrastructure in key tourism icons and areas.  Limpopo Province well known as tourist destination.	promotional media	Increase current tourism related job opportunities by 20000 or 8%  Increase average domestic tourism stay in the province from 6.2 to 7 days that will potentially generate an additional R340mil/annum.  Increase private sector investment in tourism development opportunities on provincial parks.  Expanding the current 3 concession leases to ±15.  Creation of sustainable SMME opportunities	Comply to relevant international, national and provincial standards, agreements and legislation.  Well developed, managed and save tourism destinations and services. Finalise provincial tourism growth strategy and align with national strategy.  Policy documentation to guide a supportive and enabling environment created for investment, transformation and empowerment in tourism. Monitor trends and growth patterns in the tourism industry.	2003/2004 (Quarterly reports)
Develop unique ecotourism destinations which brand Limpopo as a preferred destination.	Increased tourism flow to the Province due to well-developed, marketed and accessible ecotourism icons	Per Road	Complete the upgrading of 1 500 km tourist roads in the 4 strategic economic growth nodes.	Comply with relevant standards, agreements and legislation.  An action plan towards	March 2004 (first phase)

<p><b>Sub-programme 1: Tourism</b></p>		<p>Per Signage</p> <p>per project</p> <p>per trainee</p>	<p>Clear signage to 10 major tourist attractions.</p> <p>Increase job opportunities with 10 000.</p> <p>Establish 5 self-sustainable community tourism projects that will generate ± 500 jobs and 20 sustainable SMME opportunities.</p> <p>Training of 100 black tourist guides</p>	<p>developing a well-informed (signage) tourist route network in the province.</p> <p>Community tourism empowerment programmes and projects in place.</p> <p>Well-formulated and informed tourism development strategy in place for the province. Tourism Policy</p>	<p>October 2003</p> <p>March 2004</p>
<p><b>Sub programme 2: Parks and Gaming</b></p> <p>Commercialise provincial nature reserves to optimise the economic potential, enhance communities</p>	<p>Well-managed, developed, and marketed nature reserves in partnership with private sector and communities.</p>	<p>Media costs</p>	<p>15 nature reserves prepared for commercialisation.</p> <p>Revenue from reserves increased with 10%.</p> <p>15 reserves upgraded with management structures in place.</p> <p>15 newly established tourism related PPP and CPPP's in the province</p> <p>30% black ownership of total equity in tourism enterprises</p>	<p>Comply with relevant standards, agreements and legislation.</p> <p>Well structured and efficient Tourism and Parks Board in place to develop and manage the provincial reserves.</p> <p>Commercialisation policy to guide and regulate the process.</p>	<p>March 2004</p> <p>March 2004</p>

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
<b>Programme 7: Financial Management</b>	<b>Statement of overall aim of the programme</b>				
	Sourcing and allocation of financial resources in an effective, efficient and economic manner				
Sub programme 1: Budget Management and Reporting					
Provide effective, efficient and economic financial management systems for the departm	A budget that is aligned with the departmental strategy  Positive budgetary variances  Departmental financial systems and procedures	printing  personnel	A departmental Strategic Plan A developed activity based budget system  A departmental revenue and expenditure budget  A departmental annual Report Departmental financial delegations  In-Year monitoring  100% collection of revenue projections  60% reduction of audit queries	All performance indicators to comply with The Constitution, The PFMA, Treasury Regulations and accounting Standards	February 2004  April 2004  March 2004  Sept 2003  April 2003  April to March 25 2003  September 2003
<b>Sub programme 2: Procurement and Asset Management</b>					
Implementation of the departmental procurement policy  Implementation of the asset management policies and systems	Increased participation of historically disadvantaged individuals in the departmental procurement system	Personnel  Printing	30% increase of participation on the present baseline figure.  Procurement Policy & Procrdures  Asset management Policy & procedures	Constitution, PFMA, PPPFA, Treasury Regulations,	March 2004  July 2003  July 2003
<b>Sub programme 3: Credit and Debt Management</b>					
Improvement of supplier / creditor credibility relationship	Settled departmental contractual obligations within the prescribed agreed period	Personnel And printing	95% of financial obligations paid within the prescribed period Credit and Debt Management Policy & procedures	PFMA and Batho Pele Standard (30 days)	March 2004  July 2003



1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Programme 8: Procurement Administration</b>	<b>Statement of overall aim of the programme</b>				
	Provision of procurement services for Limpopo Province				
Co-ordination, transformation and facilitation of procurement for the province.	Increased level of participation by historically disadvantaged individuals in the procurement process.  Increased level of accountability by departments.  Provincial database of potential and awarded tenderers.	Professional Services	Increase level of participation by 30% and ensure That R900m of capex is allocated to PDI's (Youth and Women)  All provincial departments ready to administer R1 million tenders.	Constitution, PFMA, PPPFA, Treasury Regulations compliant.	31 March 2004  31 March 2004  31 March 2004

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Programme 9: Environmental Affairs</b>	<b>Statement of overall aim of the programme</b> Advance sustainable development through sound environmental management				
<b>Suprogramme 1: Environmental Affairs</b>					
Sound management of programme	Sustainable environment for growth in Limpopo	Per employee	Quarterly reviews on target achievement	Monitor progress against strategic and action plan	March 2004
<b>Sub-programme 2: Environmental Planning &amp; Impact Management</b>					
Minimise negative environmental impacts through Environmental Impact Management & Planning	Increased sustainability of development in Limpopo	Staff, Equipment, Legal fees, Consultants and Special Services	Management of 250 EIA applications and commenting on 200 EMPR applications	Development of EMP by each department to ensure compliance with EIP	

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Sub-programme 3: Intergrated Waste Management</b>					
Minimise waste and pollution in Limpopo through Intergarted Waste and Pollution Management	Improved efficiency in waste management and reduction of pollution and associated costs	Staff Equipment And consultants	<p>Increased percentage of municipalities with approved waste management plans by 50%</p> <p>Reduce pollution by 25%</p> <p>Increase waste related job opportunities by 50%</p>	<p>Improved air quality in Limpopo</p> <p>Improved water quality in Limpopo</p> <p>Compliance with relevant standards, agreements and legislation</p> <p>Improved management of hazardous waste (including medical waste) in Limpopo</p>	March 2004

1	2	3	4	5	6
Programmes structure Measurable Objectives	Output	Performance Measures			
		Cost	Quantity	Quality	Timeliness
Sub-programme 4: Biodiversity Management					
Providing biodiversity management for Limpopo	Increased resilience of biodiversity in the province in support of sustainable development	Staff, Equipment, Consultants and outsourced services	<p>Increased biodiversity related job opportunities by 50%</p> <p>Increase accuracy of biodiversity information by 50%</p> <p>Increase availability of biodiversity information by 25 %</p>	<p>Compliance to biodiversity legislation , policies and NEMA's principles</p> <p>Develop first level bioregional conservation plans for three districts</p> <p>Report on legal responsibilities in terms of 5 Conventions</p>	March 2004

1	2	3	4	5	6
<b>Programmes structure Measurable Objectives</b>	<b>Output</b>	<b>Performance Measures</b>			
		<b>Cost</b>	<b>Quantity</b>	<b>Quality</b>	<b>Timeliness</b>
<b>Sub-programme 5: Community Environment Development</b>					
Empower people to participate insound environmental governance at all levels	Enhanced environmental awareness and knowledge, community empowerment and improved quality of life	Staff Events expenses Consultants Equipment	<p>Increase environmentally related job opportunities by 50%</p> <p>Increase levels of environmental understanding by 25 c%</p> <p>Increase compliance with environmental standards on the part of local government by 50 %</p> <p>Reduce non-compliance with Standards by 25% on the part of the general public</p> <p>Launch Kruger to Canyon Biosphere Reserve</p> <p>Successful events arranged and held For World Environment Day, Arbor Day, Water Week, Wetlands Day</p>	<p>Contribute towards economic growth,job creation, tourism development and sustainable development</p> <p>Improved quality of life and intergration of environmental values and knowledge into decision making</p> <p>Provide information in a transparent way on national and international level</p> <p>Influence planning to ensure sustainable development with cognizance of limited and scarce resources</p> <p>Evaluation of IDP's with regards to NEMA's principles and monitoring of implementation</p>	March 2004

1	2	3	4	5	6
<b>Sub-programme 6: Regulatory Services</b>					
Ensure development and compliance to minimum norms and standards relating to environmental legislation	Well managed and developed environmental management sector in Limpoo	Staff Equipment Legal fees Consultants and Special Services	<p>Increase job opportunities in environmental management by 25%</p> <p>Increase compliance with environmental legislation by 25%</p> <p>Increase 10 000 permits</p> <p>Increase successful prosecutions For environmental non-compliance cases by 60% by 2004</p>	<p>Successful management of the professional hunting industry:</p> <p>Link with Department of Justice (Doj) and other Law-enforcement agencies for capacity building and sharing.</p> <p>Ensure compliance with relevant international, national, and provincial environment legislation.</p> <p>Well-established and controlled environmental management sector in Limpopo.</p>	March 2004

**2. Reconciliation of budget with plan by program**

(See Annexure B)

**3. Medium Term Revenues**

(See Annexure C)

**4. Strategies to address audit queries**

- The department has established a Steering Committee where ongoing discussions will take place concerning the department's progress in addressing problem areas. The managers whose areas have invited audit queries are drawn into the meetings so that the auditors can be given the first hand information on audit query replies.
- Strengthening the Financial Administrative unit

## **PART C: BACKGROUND INFORMATION**

### **1. Analysis of Service Delivery Environment**

#### **1.1 The Provincial Economy**

The economy inherited by the Limpopo Province in 1994 was the second smallest economy in the country after Northern Cape Province in terms of Gross Geographic Product (GGP) and second smallest after Eastern Cape Province in terms of Gross Geographic Product per Capita.<sup>1</sup>

The Provincial Gross Geographic Product was 4% of the South African Gross Domestic Product and was dominated by the Community and Social Sector that constituted 32% of GGP.<sup>2</sup> Unemployment was growing at the rapid rate of 16% per annum.<sup>3</sup>

The economic strategy of Limpopo is located within the Provincial Growth and Development Strategy that aims at: -

- Economic growth that produces employment
- Maintenance of existing services and addressing backlogs
- Development and maintenance of infrastructure
- Building the administration.

The economic strategy of Limpopo targeted those sectors in which the province has a potential competitive advantage. These sectors are mining, agriculture and tourism. Wide consultation with major stakeholders occurred in order to integrate advancement towards the improvement of economic well-being of the provincial citizens.

Opportunities for mining, agriculture and tourism occur in different combinations within six districts of the province. These combinations enabled the drawing up of district economic profiles and potential for growth. These profiles have been packaged in four Spatial Development Initiatives (SDI's) thus drawing the economic map of the province. The implementation of these SDI's is prioritised taking into account population demographics and economic potential. Priority is given to those areas with high levels of population density, poverty and economic potential. These SDI's served as investment attraction tools through which government advanced investment agenda in the Province through the provision of requisite support to other sectors.

#### **1.2 Outcomes**

In the year 2000, the Limpopo economy had for the first time in the history of the province, experienced net growth in employment. This positive outcome was preceded by the growth of the economy at above average rates over a period of five years and increase in investments in the mining, agriculture and the trade (tourism) sectors.

Prior to and up to 1994 the unemployment rate in the Limpopo Province was growing at 16% per annum. During the period 1995 to 1999 the growth rate of unemployment dropped to 6% per annum. In the year 2000 the province experienced for the first time in its history a positive growth rate in employment. See Figure 1 below.

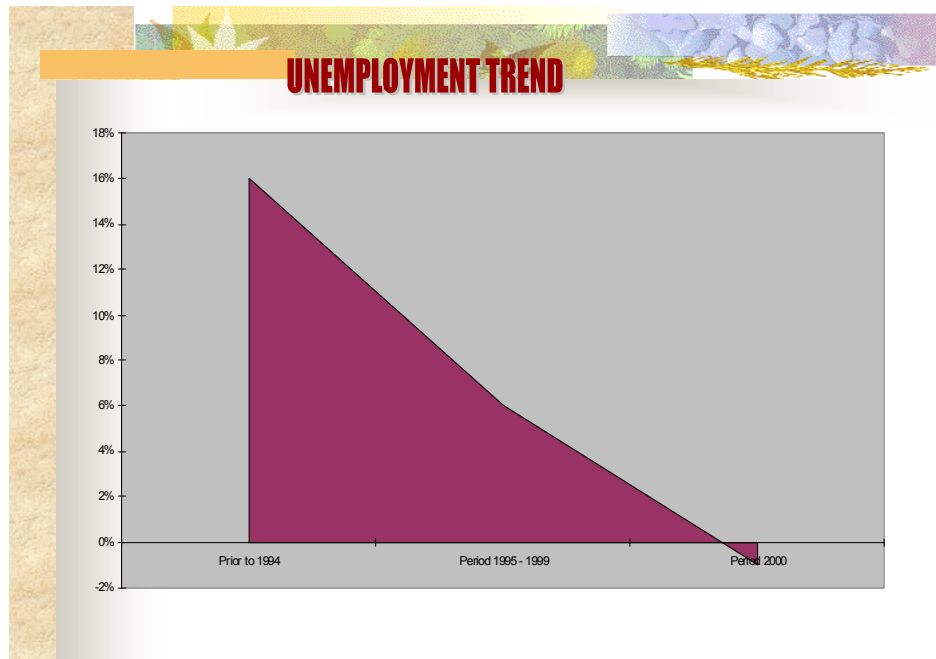
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<sup>1</sup> Statistics South Africa - Statistics in Brief 1996

<sup>2</sup> Source: Statistics South Africa - Statistics in Brief 1996

<sup>3</sup> University of Pretoria – Bureau for Economic Policy Analysis





*Figure 1: Unemployment growth rate was 16% prior to 1994. In period 1995-1999 the growth rate of unemployment reduced by 10% to 6%. In the year 2000 the growth rate of unemployment was estimated at a negative +- 1%. Inversely employment grew at an estimated 1%.*

### 1.3 Economic Changes , Trends and Growth

In 1994 Limpopo Province inherited an economy estimated at R14 billion of which 32% thereof consisted of Community and Social sector.<sup>4</sup> In the year 2000 the Gross Geographic Product of the Limpopo Province was estimated at R39 billion.<sup>5</sup> The Community and Social Sector reduced from 32% to 29%. This means that there are positive structural developments in the economy characterised by the decline in the dominance of the economy by the public sector. The Trade, catering and accommodation services increased from R1.7 billion in 1994 to R6.6 billion in 2000. Mining grew from R2.8 billion in 1994 to R6.8 billion in 2000 while agriculture increased moderately from R1.1 billion to R1.4 billion. The manufacturing and the construction sectors remain relatively small at R1.5 billion and R894 million respectively while the latter grew at an estimated average of 15.2% in nominal terms between 1996 and 2000.

Capital investment of R4.3 billion, R5.2 billion and R6.0 billion occurred during the years 1998, 1999 and 2000 respectively. The leading sectors in capital investments were mining at R6.5 billion, community and social services at R2.5 billion and the trade sector at R2.2 billion.<sup>6</sup> Human Development Index, as measured in terms of life expectancy, educational attainment and income, was 0.37 in 1980, improved slightly over a period of eleven years to 0.47 before accelerating to reach a level of 0.63 in 1996. Figure 2 below shows the rapid improvement of the Limpopo Province's Human Development Index as compared to the National Average. Between 1996 South African Human Development Index grew to 0.56 to 0.69 while Limpopo Province grew from 0.37 over the same period. Of significance is the acceleration of improvement in Limpopo during the period 1991 and 1996 as compared to national's almost stagnant growth from 0.68 to 0.69 over the same period.

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<sup>4</sup> Stats SA: RSA Statistics in Brief 1996

<sup>5</sup> The Bureau for Economic Policy Analysis – University of Pretoria and Department of Finance and Economic Development Limpopo Province: Unpacking Vision 2020.

<sup>6</sup> Source: The Bureau for Economic Policy Analysis – University of Pretoria and Department of Finance and Economic Development Limpopo Province

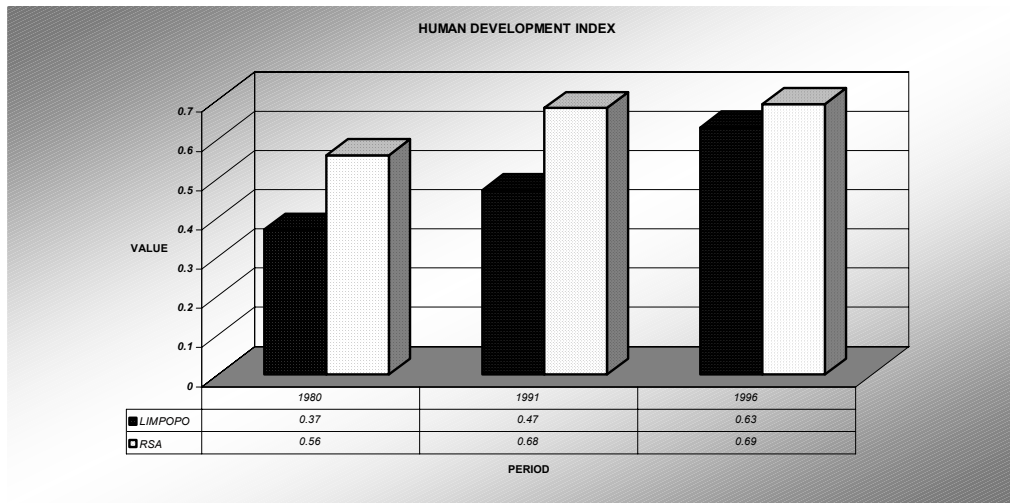


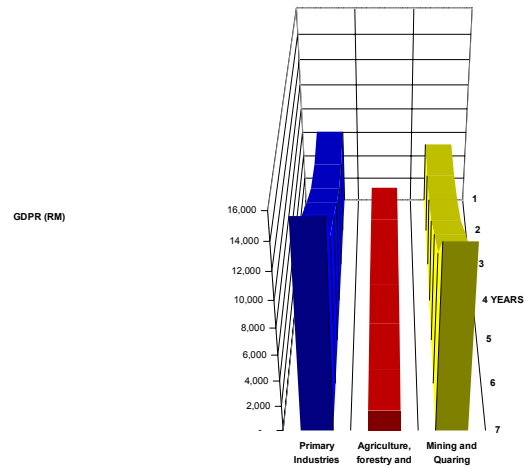
Figure 2. Human Development Index as measured by Life Expectancy, Educational attainment & Income.

#### 1.4 Sectoral Developments During 2001<sup>7</sup>

The Primary Sector contributes 24.6% to Provincial GGP (Stats SA refers to it as Gross Domestic Product Per Region). Mining dominates the primary sector and contributes some 89.4% in the sector. In 1995 Agriculture was estimated at R1.12 billion and has only grown to R1.63 billion over six years to the year 2001. The following chart shows the relative role of each sector in the Primary Sector.

<sup>7</sup> Statistics South Africa – Gross Domestic Product per Region (GDPR) Discussion Document

### PRIMARY INDUSTRIES



*Figure 3. Mining increased from R6.07 bn in 1995 to R15.63 bn in 2001 against Agriculture that reflected only marginal growth of R1.2 bn to R1.63 bn over the same period.*

The Secondary Sector is still small at a total contribution to GGP of R5.5 billion in 2001. The manufacturing sector has been showing unimpressive growth between the years 1995 to 1999. However, the sector started to improve substantially from R1.83 billion to R2.75 billion between 1999 and 2001 - an increase of 50%. The Electricity and Water sector shows declining trends. The Construction sector's growth patterns are paltry. See Figure 4 below:-

## SECONDARY INDUSTRIES

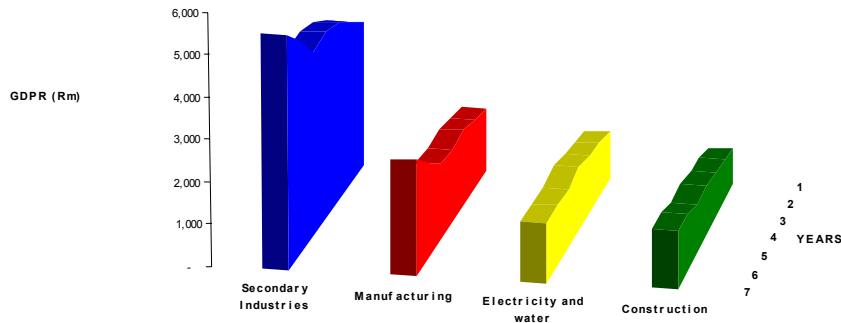


Figure 4: The Secondary Sector shows immediate upswing during the latter part of period under review.

The Tertiary Sector is the largest sector in the province. The sector grew from R18.5 billion in 1995 to R36.7 billion in the year 2001. The General Government Services grew from R4.53 billion in 1995 to R10.5 billion in 2001 and recorded high levels of growth of 24% and 37% during 1996 and 1997 respectively. Finance, real estate and business services grew from R6.1 billion in 1995 to R10 billion in 2001. Its strongest growth was in 1997 when it recorded 16% p.a. but thereafter it declined and reached a bottom of 4% in 2000 before picking up to 11%. The Wholesale, and retail trade, hotels and restaurant services increased in size from R4.29 billion in 1995 to R8.5 billion in 2001. It grew at 11% and 10% in 1996 and 1997 respectively and dived down to a negative 2% in 1998 before picking up to 11% in the following year of 1999. The sector's growth rate reduced to 1% and thereafter the growth rate increased to a breathtaking 40% during 2000 and 2001 respectively. Other services remain relatively small in this sector. Notwithstanding their relative sizes these sectors are of immense strategic importance. The Transport services, for instance, increased from R2.03 billion in 1995 to R4.9 billion in 2001 – more than double its size. Impressive still, is its strong growth averaging 15.67% over five years to 2001. Figure 5 shows the growth patterns in this sector.

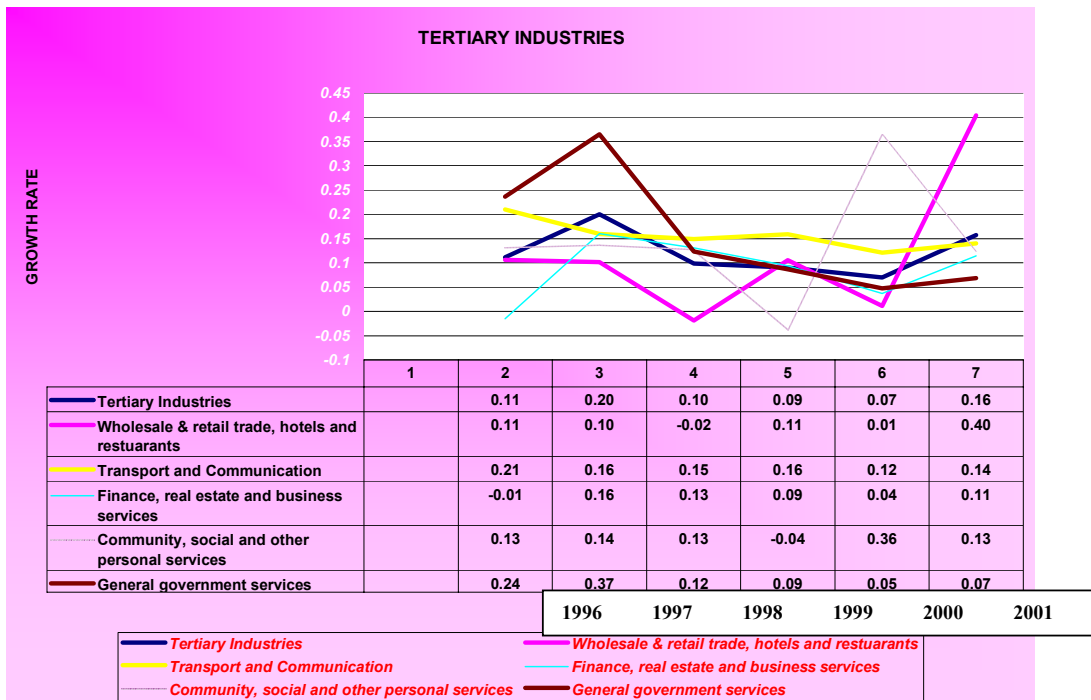


Figure 5. The General Government Sector though dominant in this sector its growth rate is surpassed by other sectors during the latter years of the period under review. The Wholesale, retail trade, hotels and restaurant sector reflects very strong growth towards the end of the period under review.

## **2. Organizational Design**

**(See Annexure A)**

## **3. Delegations**

Delegations according to the Public Service Act, have been delegated up to level 13. Responsibilities as well as powers attached to each level are clearly indicated in the approved delegations document of the department..

Financial authority has been delegated up to manger level. Financial transactions are performed using the PERSAL,BAS and FINEST systems. These systems have a feature where delegations are loaded in the system per password linked to a rank.. The Superintendent-General and the Chief Financial Officer have authority to delegate further financial authority.

Delegated authority is attached on individual Performance Agreements for easy reference.

## **4. Employment Information**

**4.1 (Refer to Human Resource Plan - Annexure E)**

**4.2 ( Refer to Service Delivery Improvement Plan - Annexure D)**

## **5. Performance Management System**

Chapter 1 Part III of Public Service Regulations provides that the Executing Authority shall set measurable objectives for his/her department, optimally utilise the human and other resources within the department and apply fair labour practices. The Executing Authority shall plan to execute the functions of the department – in accordance with the Governments’ service delivery objectives and mandates and within the constraints of available funds – with an efficient and effective internal organisation and well developed human resources.

Part VIII of Public Service Regulations introduces Performance Management System for employees in the civil service other than those that are members of the Senior Management Service.

Chapter 4 establish the Senior Management Service and Part III provides for the performance management system of the employees who are members of the Senior Management Service. In terms hereof the performance of a person in the Senior Management Service shall be managed through a performance agreement that is linked to the department’s strategic goals.

Section 27(4) of the Public Finance Management Act provides that when the annual budget is tabled in the Provincial Legislature, the accounting officer must submit to the Provincial Legislature measurable objectives for each main division within the department’s vote.

Section 36(5) of the Public Finance Management Act further provides that the employment contract of an accounting officer for a department must be in writing and, where possible, include performance standards.

Treasury Regulation 5.2 provides for the preparation of Strategic Plans that is in line with Chapter 1, Part III B of the Public Service Regulations for approval by the Executing Authority.

Treasury Regulations 5.3 requires that the accounting officer must establish procedures for quarterly reporting to facilitate effective performance monitoring, evaluation and corrective action. Such quarterly evaluations must be reported to the Executing Authority.

### **Discussions**

Service delivery, in the contemporary Public Service in South Africa, is measured through the achievement of planned outputs that bring about desired impact/outcomes dictated by a common vision of a better life for all the citizens of South Africa.

The Department of Finance and Economic Development's vision is to develop the provincial economy in such a way that it becomes "The major contributor to National Wealth by the year 2020."

In its mission statement the department seeks to "Create and maintain an enabling environment conducive for economic growth, social justice and a quality of life for all" through the following key outcomes: -

- Job creation
- Above average economic growth rate
- Above average increase in investment
- Equitable distribution of resources
- Thriving SMME's in all sectors
- Free and fair trade
- Sound fiscal policies consistent with National Macroeconomic Policies
- Making the Limpopo Province a preferred econ-tourism destination in Southern Africa
- Sustainable development through balanced environmental management

The above outcomes present challenges that require aggressive goals to be set and attained, cultural change and the profile of leadership that encourages people development, initiative and innovation.

Cultural dipstick revealed the existence of behavioural patterns, driven by top down rules and centralised decision making, which are incompatible with the existence of a performance driven policies.

As a result of this an Organisation Development<sup>8</sup> Process was introduced in the latter part on the year 2000 followed by the development of the Department's Balance Score Card.

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<sup>8</sup> Organisation development is an effort that is a sub group of organisational change that is planned, is organisation-wide and is managed from the top in order to increase organisational effectiveness and health through planned interventions using behavioural science knowledge base (Hekhard 1969). It is a tool designed for cultural change and for the creation of a climate conducive for humanity, organisational progress, dynamism, team work and innovation



## Balanced Score Card of the Department

The Balanced Score Card is a comprehensive framework that translates an organisation's vision, mission and strategy into a coherent set of performance measures.<sup>9</sup> It provides a framework for business units to describe and implement their strategies and optimises on linkages within and between business units.<sup>10</sup>

The department consists of the following units that form its core programmes: -

- **Line Functions**
  - Economic Planning and Industrial Development
  - Trade Regulation and SMME development
  - Tourism Development
  - Environmental Management
  - Fiscal Policy and Expenditure Control
  - Accounting and Systems Development
  
- **Administrative**
  - Financial Management
  - Corporate and Transformation Services

The first six of the above programmes have a direct relationship with the key outcomes of the mission as stated earlier in this document. Their outputs have direct correlation with the impact that the department desire to make to external stakeholders. The final two programmes provide internal support to the first six.

Strategic initiatives taken earlier include the establishment of parastatals for the implementation of the Departmental Policies.

The following figure shows the framework of the Balanced Score Card of the Department. The score card consist of the Vision and Mission of the Department, the stakeholder perspective (*desired impact*), the internal business processes (*desired outputs*), the financial perspective (*effectiveness, economic and efficient employment of financial resources*) and the learning and growth perspective (*strengthening the dynamism of the department for continuous improvement*).

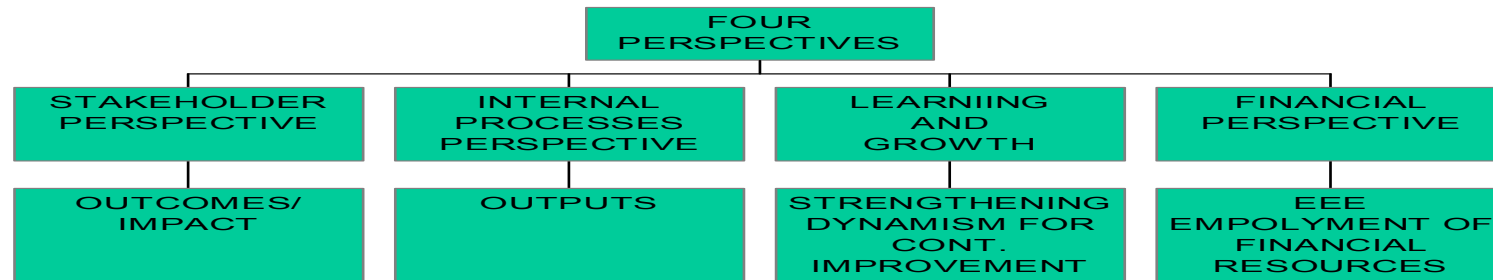
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<sup>9</sup> Robert S. Kaplan and David P. Norton (1996) *Translating Strategy into Action - The Balanced Score Card*

<sup>10</sup> Robert S. Kaplan and David P. Norton (2001) *The strategy focused Organisation*

# DEPARTMENTAL BALANCED SCORE CARD

MISSION



2 .

Within the above framework the Balanced Score Card of the Department has been drawn and is shown in the following diagram.

**BALANCED SCORE CARD**

1.1.1.1 VISION

The major contributor to National Wealth by the year 2020

1.1.1.2 MISSION

To create and maintain an enabling environment conducive for economic growth, social justice and a quality of life for all

<p>Stakeholder Perspective (Outcomes/impact)</p>	<ul style="list-style-type: none"> <li>• Job Creation</li> <li>• Above average increase in the economic growth rate and investment</li> <li>• Healthy and fair trade</li> <li>• Equitable distribution of resources</li> <li>• Thriving SMME's in all sectors</li> <li>• Sound Fiscal Policies</li> <li>• Sustainable development through sound environmental management</li> <li>• Preferred eco-tourism destination in Southern Africa</li> </ul>
<p>Internal Business Process Perspective (Outputs)</p>	<p><b>Economic Planning and Industrial Development</b>  <b>Key outputs:</b></p> <ul style="list-style-type: none"> <li>• Increased investment and employment levels.</li> <li>• Packaged investment opportunities and the supporting infrastructure.</li> <li>• Microeconomic strategy for the province based on competitive advantages of the Province.</li> <li>• Advancement and realisation of the goals of Nepad</li> <li>• Provision of tools for periodic economic data to measure progress</li> </ul> <p><b>Trade Regulation and SMME Development</b>  <b>Key outputs:</b></p> <ul style="list-style-type: none"> <li>• Financial and non-financial support for growth of the SMME sector.</li> <li>• Responsible liquor trade and commercial practices through Regulatory framework</li> </ul> <p><b>Tourism Development and Environmental Management</b>  <b>Key outputs:</b></p> <ul style="list-style-type: none"> <li>• Growth tourism's contribution to GGP from 3.5% to 7% in 2007</li> <li>• Tourism brand for Limpopo</li> <li>• Black economic empowerment in the tourism industry</li> <li>• Sound environmental management to advance sustainable development</li> </ul> <p><b>Provincial Fiscal Policy, governance compliance</b>  <b>Key outputs</b></p> <ul style="list-style-type: none"> <li>• Sound fiscal policy in line with government priorities as well as intergovernmental fiscal relations</li> <li>• Sound corporate governance</li> <li>• An integrated financial Management system</li> </ul>

	<p><b>Procurement and Provisioning</b></p> <p><b>Key outputs</b></p> <ul style="list-style-type: none"> <li>• A procurement and provisioning systems framework in line with the PFMA requirements</li> <li>• Procurement and provisioning systems (supply chain management) implemented in Departments</li> <li>• Increased Black Economic Empowerment through procurement practices</li> </ul>
Financial Perspective (Tertiary/Support Services)	<p><b>Sourcing and allocation of Financial Resources</b></p> <p><b>Key outputs</b></p> <ul style="list-style-type: none"> <li>• A departmental budget that is aligned with the departmental strategy</li> <li>• Positive budgetary variances through In-year monitoring</li> <li>• Financial systems and procedures provided</li> <li>• Increased participation of historically disadvantaged individual through the departmental procurement system</li> <li>• Activity based costing system for the Department</li> </ul>
Learning and Growth (Tertiary/Support Services)	<p><b>Organisation Development Process</b></p> <p><b>Key outputs</b></p> <ul style="list-style-type: none"> <li>• High standard of value added service to surpass customers expectations</li> <li>• Competent , disciplined and honest human resources to achieve operational objectives</li> <li>• Employment equity in line with government targets within the department</li> <li>• Adequate internal processes enabling divisions in the departments to do the right things right</li> <li>• Functional regional structure with sound systems and budget for increased productivity</li> <li>• Integrity and restored official records within the department</li> </ul>

The Internal Business Process, Financial and Learning and Growth perspectives are high level and driven by the General Management of the Department. Each general manager is required to develop business unit scorecards. Such a scorecard will consist of measurable objectives/outputs that will form the basis for the Performance Agreement with the Head of Department. The consolidation of these scorecards will form the Departmental Strategic Plan that will form the basis for Performance Agreement with the Executing Authority.

### Performance Management

Certain line functions, such as Trade Regulations and SMME's as well as Tourism and Environment, do have parastatals that are implementing programmes of these divisions. Parastatals and their reporting lines in terms of the line functions are as follows: -

<b>Name of Parastatal</b>	<b>Division to which it reports</b>
<ol style="list-style-type: none"> <li>1. Limpopo Economic Development Enterprise</li> <li>2. Limpopo SMME Support Agency</li> <li>3. Liquor Board</li> <li>4. Consumer Court</li> </ol>	Trade Regulation and SMME development
<ol style="list-style-type: none"> <li>1. Trade and Investment Limpopo</li> </ol>	Economic Planning & Industrial Development.
<ol style="list-style-type: none"> <li>1. Limpopo Tourism and Parks Board</li> <li>2. Casino and Gaming Board</li> <li>3. Gateway Airport Authority</li> </ol>	Tourism and Environment

In preparing divisional scorecards/strategies, each divisional head included the desired outputs from the relevant parastatal. A performance agreement supported by the parastatal strategic plan would be signed between the divisional head and chairperson of the relevant parastatal.

The divisional head must submit such strategic plan through the accounting officer for approval by the Member of Executive Council.<sup>11</sup>

### **Monitoring of Performance**

The Accounting Officer may cause a bilateral session with each Divisional Head on a monthly basis to discuss progress regarding the relevant scorecard.

Performance reports shall be tabled once a month at the Executive management meeting.

There shall be a quarterly session of the Joint Management Committee (JEMCO)<sup>12</sup> meeting. The Divisional Heads, Chairpersons of the Board of Directors and chief executive officers of parastatals reporting to the Department shall attend this meeting to evaluate, inter alia, performance of the Department. Performance report shall be submitted to the Executing Authority in terms of the abovementioned regulations and in need for publication of the outputs.

Additionally, each general manager shall be formally appraised on a quarterly basis. The results of such an appraisal shall form part of the performance data of the respective general manager. The accounting officer may constitute an evaluation panel for the purpose of such performance appraisal. Such a panel may include external stakeholders as members. The accounting officer shall consult with the relevant divisional regarding the members of the panel prior to appointing them. However, the decision as to who must be appointed rest with the Head of Department.

Annual appraisal for each individual general manager shall be as follows:

Prior to the appraisal discussions of each individual General Manager with the Head of Department; the appraisals as already determined by the evaluation panel will be moderated by the Head of Department for accuracy and validity, impact and scope of the job as well as realism in relation to Departmental Results and/ or outcomes.

The Head of Department will do the above for each individual General Manager 's evaluation relative to other General Managers within the Department, to determine the overall outcome of each.

After the above step, the appraisal discussion will then take place between the Head of Department and each individual General Manager wherein the overall outcome will be discussed. In here the identified development/ improvement requirements will be agreed upon between the two for completion of the individual General Manager's Personal Development Plan.

In the next step, the Head of Department would now award bonuses by, rating the individual General Manager against other General Managers considering and using Performance Assessment, the overall contribution, and value added by each individual General Manager's outputs to the Departmental results/ outcomes. The rating by the Head of Department will be in one of the following two groups/ categories:

- Outstanding Performance as 85% and above; for a bonus of 6-8%
- Performance significantly above expectation as (80- 84%); for a bonus of 3-5%

The individual general managers will be assigned to the above categories and be rewarded accordingly.

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<sup>11</sup> Public Finance Management Act, Section 53(1), (2) and (3)

<sup>12</sup> Joint Management Committee is the structure consisting of the Divisional Heads in the Department and the Chairpersons and Chief Executive Officers of the various parastatals of the Department. JEMCO sits at least once a quarter in order to, inter alia, evaluate performance in terms of the strategic plans.

It is expected that each general manager shall cascade the evaluation process within the respective units. The general manager shall also be evaluated on how well did he/she cascaded the scorecard.

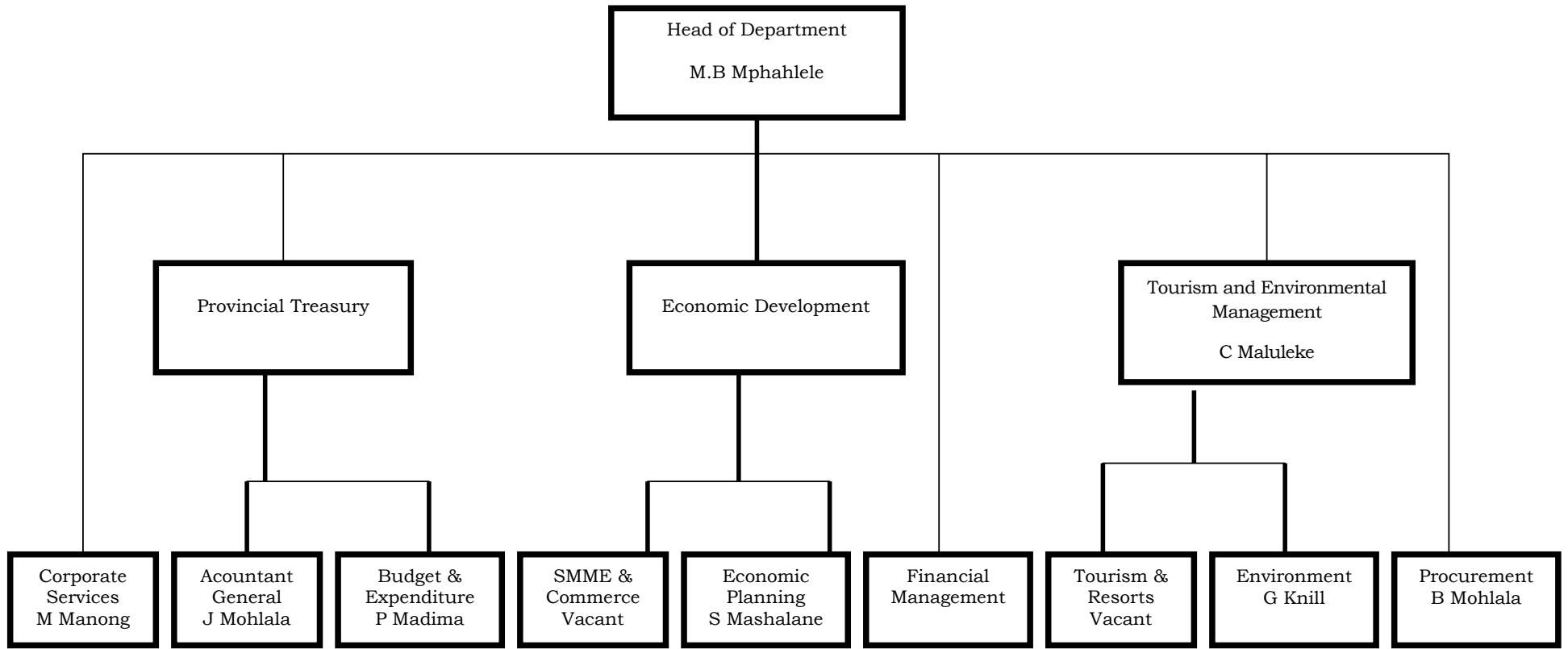
Performance management tools have been developed in the department to assist management to execute the performance management tasks. However, it is necessary that managers should carefully examine their Management Plans in order to improve on the quality of outputs. There must be strong correlation between the outputs and the relevant outcomes. Output quality is determined by its effectiveness in bringing about the desired outcomes.

#### PERFORMANCE MANAGEMENT

Monthly	<ul style="list-style-type: none"> <li>• Evaluate each unit with the respective general manager (bilateral)</li> <li>• General Management to table at the Executive Management Meeting their respective performances</li> </ul>
Quarterly	<ul style="list-style-type: none"> <li>• Appraisal of each unit performance and result forming performance data.</li> <li>• Convene extended general management meeting to evaluate performance of the department</li> <li>• Recommend to the MEC to publish specific output.</li> </ul>
Annually	<ul style="list-style-type: none"> <li>• Moderation of appraisal performance by HOD</li> <li>• Appraisal discussions on overall outcome with each general management</li> <li>• Rating of General Management against others under two categories.</li> <li>• Awarding of bonuses accordingly as per two groups</li> </ul>

# **ANNEXURE A**

# ANNEXURE A







**ANNEXURE B**

**Department:**

**FINANCE AND ECONOMIC DEVELOPMENT**

**Vote:**

**20**

**Table 1.1. Expenditure: Department of FINANCE AND ECONOMIC DEVELOPMENT**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Administration	51 337	74 088	91 820	106 986	114 176	121 060
Provincial Accountant General	76 077	104 275	312 745	330 508	176 890	176 903
Budgets and Expenditure	106 333	273 605	18 798	55 533	84 682	89 763
SMME and Commerce	108 296	78 408	128 210	120 657	112 682	116 270
Industry and Economic Planning	14 539	22 726	29 680	34 425	69 071	73 215
Tourism, Resorts and Gaming	17 250	26 005	116 194	109 735	165 398	175 322
Financial Management	0	0	3 203	9 361	14 566	15 440
Procurement Administration	0	0	8 820	9 885	15 438	16 364
Environment	0	86 026	70 879	86 500	111 240	117 914
Statutory	486	525	562	562	562	562
<b>TOTAL</b>	<b>374 318</b>	<b>665 658</b>	<b>780 911</b>	<b>864 152</b>	<b>864 705</b>	<b>902 814</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	71 873	155 585	174 391	187 807	222 045	232 546
Transfer Payments	17 028	34 097	71 225	111 100	93 000	98 580
Other Current Expenditure	176 089	399 649	401 928	477 235	461 969	479 087
<b>TOTAL CURRENT</b>	<b>264 990</b>	<b>589 331</b>	<b>647 544</b>	<b>776 142</b>	<b>777 014</b>	<b>810 213</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	4 461	9 927	16 267	14 110	19 360	20 522
Transfer Payments	104 867	66 400	117 100	73 900	68 000	72 080
<b>TOTAL CAPITAL</b>	<b>109 328</b>	<b>76 327</b>	<b>133 367</b>	<b>88 010</b>	<b>87 360</b>	<b>92 602</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>374 318</b>	<b>665 658</b>	<b>780 911</b>	<b>864 152</b>	<b>864 374</b>	<b>902 814</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	71 873	155 585	174 391	187 807	222 045	232 546
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	176 089	399 649	401 928	477 235	461 969	479 087
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	17 028	34 097	71 225	111 100	93 000	98 580
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>264 990</b>	<b>589 331</b>	<b>647 544</b>	<b>776 142</b>	<b>777 014</b>	<b>810 213</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	4 461	9 927	16 267	14 110	19 360	20 522
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	104 867	66 400	117 100	73 900	68 000	72 080
<b>TOTAL CAPITAL</b>	<b>109 328</b>	<b>76 327</b>	<b>133 367</b>	<b>88 010</b>	<b>87 360</b>	<b>92 602</b>
<b>TOTAL EXPENDITURE</b>	<b>374 318</b>	<b>665 658</b>	<b>780 911</b>	<b>864 152</b>	<b>864 374</b>	<b>902 814</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>374 318</b>	<b>665 658</b>	<b>780 911</b>	<b>864 152</b>	<b>864 374</b>	<b>902 814</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	71 873	155 585	174 391	187 807	228 394	239 276
Administrative Expenditure	30 811	41 411	61 677	80 625	122 459	129 807
Stores and Livestock	3 673	7 177	13 086	21 227	35 780	37 927
Equipment : <b>Current</b>	3 540	2 733	3 948	5 177	13 321	14 120
Equipment : <b>Capital</b>	4 461	9 927	16 267	14 110	18 898	20 032
Land and Buildings : <b>Current</b>	23	10 152	14 936	16 550	18 000	19 080
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	51 432	89 863	118 251	138 418	195 350	196 471
Transfer Payments : <b>Current</b>	17 028	34 097	71 225	111 100	93 000	98 580
Transfer Payments : <b>Capital</b>	104 867	66 400	117 100	73 900	68 000	72 080
Miscellaneous Expenditure	86 610	248 313	190 030	215 238	71 172	75 442
<b>Total : Current</b>	<b>264 990</b>	<b>589 331</b>	<b>647 544</b>	<b>776 142</b>	<b>777 476</b>	<b>810 702</b>
<b>Total : Capital</b>	<b>109 328</b>	<b>76 327</b>	<b>133 367</b>	<b>88 010</b>	<b>86 898</b>	<b>92 112</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>374 318</b>	<b>665 658</b>	<b>780 911</b>	<b>864 152</b>	<b>864 374</b>	<b>902 814</b>

**Programme 1:**

**Administration**

**Vote:**

**20**

**Table 1.1. Expenditure : Programme 1 : Administration**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Statutory	486	525	562	562	525	557
Corporate Services	51 143	74 036	90 074	104 635	111 413	118 098
Transformation Services	194	52	1 746	2 351	2 800	2 968
Regional Services	0	0	0	0	0	0
<b>TOTAL</b>	<b>51 823</b>	<b>74 613</b>	<b>92 382</b>	<b>107 548</b>	<b>114 738</b>	<b>121 622</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	29 570	29 452	33 228	37 571	30 140	31 948
Transfer Payments	0	0	0	0	0	0
Other Current Expenditure	18 758	36 861	48 859	59 792	78 198	82 890
<b>TOTAL CURRENT</b>	<b>48 328</b>	<b>66 313</b>	<b>82 087</b>	<b>97 363</b>	<b>108 338</b>	<b>114 838</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	3 495	8 300	10 295	10 185	6 400	6 784
Transfer Payments	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>3 495</b>	<b>8 300</b>	<b>10 295</b>	<b>10 185</b>	<b>6 400</b>	<b>6 784</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>51 823</b>	<b>74 613</b>	<b>92 382</b>	<b>107 548</b>	<b>114 738</b>	<b>121 622</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	29 570	29 452	33 228	37 571	30 140	31 948
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	18 758	36 861	48 859	59 792	78 198	82 890
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	0	0	0	0	0	0
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>48 328</b>	<b>66 313</b>	<b>82 087</b>	<b>97 363</b>	<b>108 338</b>	<b>114 838</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	3 495	8 300	10 295	10 185	6 400	6 784
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>3 495</b>	<b>8 300</b>	<b>10 295</b>	<b>10 185</b>	<b>6 400</b>	<b>6 784</b>
<b>TOTAL EXPENDITURE</b>	<b>51 823</b>	<b>74 613</b>	<b>92 382</b>	<b>107 548</b>	<b>114 738</b>	<b>121 622</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>51 823</b>	<b>74 613</b>	<b>92 382</b>	<b>107 548</b>	<b>114 738</b>	<b>121 622</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	29 570	29 452	33 228	37 571	30 140	31 948
Administrative Expenditure	13 398	17 953	27 305	32 510	43 768	46 394
Stores and Livestock	2 271	4 710	6 204	8 310	9 230	9 784
Equipment : <b>Current</b>	1 994	1 874	2 200	2 602	1 600	1 696
Equipment : <b>Capital</b>	3 495	8 300	10 295	10 185	6 400	6 784
Land and Buildings : <b>Current</b>	23	10 111	10 900	12 800	18 000	19 080
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	676	2 111	2 250	3 570	5 600	5 936
Transfer Payments : <b>Current</b>	0	0	0	0	0	0
Transfer Payments : <b>Capital</b>	0	0	0	0	0	0
Miscellaneous Expenditure	396	102	0	0	0	0
<b>Total : Current</b>	<b>48 328</b>	<b>66 313</b>	<b>82 087</b>	<b>97 363</b>	<b>108 338</b>	<b>114 838</b>
<b>Total : Capital</b>	<b>3 495</b>	<b>8 300</b>	<b>10 295</b>	<b>10 185</b>	<b>6 400</b>	<b>6 784</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>51 823</b>	<b>74 613</b>	<b>92 382</b>	<b>107 548</b>	<b>114 738</b>	<b>121 622</b>

Table 1.1. Expenditure : Programme 2 : Provincial Accountant General

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Provincial Revenue	11 107	7 709	11 051	11 576	14 980	15 879
Accounting Control	41 874	41 788	30 984	40 745	51 036	54 098
Macro-Financial Management	23 096	54 778	270 710	278 187	110 874	106 926
<b>TOTAL</b>	<b>76 077</b>	<b>104 275</b>	<b>312 745</b>	<b>330 508</b>	<b>176 890</b>	<b>176 903</b>

## SUMMARY OF GFS ECONOMIC CLASSIFICATION

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	15 068	17 089	17 765	19 878	28 090	29 775
Transfer Payments	0	0	0	0	0	0
Other Current Expenditure	60 842	87 114	290 374	309 260	148 000	146 280
<b>TOTAL CURRENT</b>	<b>75 910</b>	<b>104 203</b>	<b>308 139</b>	<b>329 138</b>	<b>176 090</b>	<b>176 055</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	167	72	4 606	1 370	800	848
Transfer Payments	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>167</b>	<b>72</b>	<b>4 606</b>	<b>1 370</b>	<b>800</b>	<b>848</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>76 077</b>	<b>104 275</b>	<b>312 745</b>	<b>330 508</b>	<b>176 890</b>	<b>176 903</b>



**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	15 068	17 089	17 765	19 878	28 090	29 775
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	60 842	87 114	290 374	309 260	148 000	146 280
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	0	0	0	0	0	0
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>75 910</b>	<b>104 203</b>	<b>308 139</b>	<b>329 138</b>	<b>176 090</b>	<b>176 055</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	167	72	4 606	1 370	800	848
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>167</b>	<b>72</b>	<b>4 606</b>	<b>1 370</b>	<b>800</b>	<b>848</b>
<b>TOTAL EXPENDITURE</b>	<b>76 077</b>	<b>104 275</b>	<b>312 745</b>	<b>330 508</b>	<b>176 890</b>	<b>176 903</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>76 077</b>	<b>104 275</b>	<b>312 745</b>	<b>330 508</b>	<b>176 890</b>	<b>176 903</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	15 068	17 089	17 765	19 878	28 090	29 775
Administrative Expenditure	10 600	7 836	10 239	12 050	12 640	13 398
Stores and Livestock	870	360	1 805	5 805	2 980	3 159
Equipment : <b>Current</b>	276	28	360	405	380	403
Equipment : <b>Capital</b>	167	72	4 606	1 370	800	848
Land and Buildings : <b>Current</b>	0	0	0	0	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	49 003	78 891	87 940	101 000	132 000	129 320
Transfer Payments : <b>Current</b>	0	0	0	0	0	0
Transfer Payments : <b>Capital</b>	0	0	0	0	0	0
Miscellaneous Expenditure	93	( 1)	190 030	190 000	0	0
<b>Total : Current</b>	<b>75 910</b>	<b>104 203</b>	<b>308 139</b>	<b>329 138</b>	<b>176 090</b>	<b>176 055</b>
<b>Total : Capital</b>	<b>167</b>	<b>72</b>	<b>4 606</b>	<b>1 370</b>	<b>800</b>	<b>848</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>76 077</b>	<b>104 275</b>	<b>312 745</b>	<b>330 508</b>	<b>176 890</b>	<b>176 903</b>

**Programme 3:**

**Budgets and Expenditure**

**Vote:**

**20**

**Table 1.1. Expenditure : Programme 3 : Budgets and Expenditure**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Budget Policy and Planning	88 391	253 328	3 407	36 976	79 772	81 736
Provincial Expenditure Control	10 588	20 277	15 391	18 557	32 579	34 534
Inspection	7 354	0	0	0	0	0
<b>TOTAL</b>	<b>106 333</b>	<b>273 605</b>	<b>18 798</b>	<b>55 533</b>	<b>112 351</b>	<b>116 270</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	14 309	18 085	14 174	15 296	23 150	21 717
Transfer Payments	0	0	0	0	0	0
Other Current Expenditure	91 632	255 275	4 509	40 122	87 161	92 391
<b>TOTAL CURRENT</b>	<b>105 941</b>	<b>273 360</b>	<b>18 683</b>	<b>55 418</b>	<b>110 311</b>	<b>114 108</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	392	245	115	115	2 040	2 162
Transfer Payments	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>392</b>	<b>245</b>	<b>115</b>	<b>115</b>	<b>2 040</b>	<b>2 162</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>106 333</b>	<b>273 605</b>	<b>18 798</b>	<b>55 533</b>	<b>112 351</b>	<b>116 270</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	14 309	18 085	14 174	15 296	23 150	21 717
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	91 632	255 275	4 509	40 122	87 161	92 391
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	0	0	0	0	0	0
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>105 941</b>	<b>273 360</b>	<b>18 683</b>	<b>55 418</b>	<b>110 311</b>	<b>114 108</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	392	245	115	115	2 040	2 162
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>392</b>	<b>245</b>	<b>115</b>	<b>115</b>	<b>2 040</b>	<b>2 162</b>
<b>TOTAL EXPENDITURE</b>	<b>106 333</b>	<b>273 605</b>	<b>18 798</b>	<b>55 533</b>	<b>112 351</b>	<b>116 270</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>106 333</b>	<b>273 605</b>	<b>18 798</b>	<b>55 533</b>	<b>112 351</b>	<b>116 270</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	14 309	18 085	14 174	15 296	23 150	21 717
Administrative Expenditure	4 056	3 045	1 671	4 212	9 539	10 111
Stores and Livestock	325	313	149	144	750	795
Equipment : <b>Current</b>	1 259	491	230	230	300	318
Equipment : <b>Capital</b>	392	245	115	115	2 040	2 162
Land and Buildings : <b>Current</b>	0	0	0	0	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	5	3 214	2 459	10 298	5 400	5 724
Transfer Payments : <b>Current</b>	0	0	0	0	0	0
Transfer Payments : <b>Capital</b>	0	0	0	0	0	0
Miscellaneous Expenditure	85 987	248 212	0	25 238	71 172	75 442
<b>Total : Current</b>	<b>105 941</b>	<b>273 360</b>	<b>18 683</b>	<b>55 418</b>	<b>110 311</b>	<b>114 107</b>
<b>Total : Capital</b>	<b>392</b>	<b>245</b>	<b>115</b>	<b>115</b>	<b>2 040</b>	<b>2 162</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>106 333</b>	<b>273 605</b>	<b>18 798</b>	<b>55 533</b>	<b>112 351</b>	<b>116 270</b>

**Programme 4:**

**SMME and Commerce**

**Vote:**

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**Table 1.1. Expenditure : Programme 4 : SMME and Commerce**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
SMME	3 126	70 999	117 281	107 687	76 482	81 071
Commerce	105 170	7 409	10 929	12 970	8 200	8 692
<b>TOTAL</b>	<b>108 296</b>	<b>78 408</b>	<b>128 210</b>	<b>120 657</b>	<b>84 682</b>	<b>89 763</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	5 495	7 400	11 180	11 645	10 200	10 812
Transfer Payments	0	9 203	9 000	38 100	8 000	8 480
Other Current Expenditure	2 678	2 746	3 640	6 862	7 182	7 613
<b>TOTAL CURRENT</b>	<b>8 173</b>	<b>19 349</b>	<b>23 820</b>	<b>56 607</b>	<b>25 382</b>	<b>26 905</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	123	59	90	150	1 300	1 378
Transfer Payments	100 000	59 000	104 300	63 900	58 000	61 480
<b>TOTAL CAPITAL</b>	<b>100 123</b>	<b>59 059</b>	<b>104 390</b>	<b>64 050</b>	<b>59 300</b>	<b>62 858</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>108 296</b>	<b>78 408</b>	<b>128 210</b>	<b>120 657</b>	<b>84 682</b>	<b>89 763</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	5 495	7 400	11 180	11 645	10 200	10 812
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	2 678	2 746	3 640	6 862	7 182	7 613
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	0	9 203	9 000	38 100	8 000	8 480
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>8 173</b>	<b>19 349</b>	<b>23 820</b>	<b>56 607</b>	<b>25 382</b>	<b>26 905</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	123	59	90	150	1 300	1 378
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	100 000	59 000	104 300	63 900	58 000	61 480
<b>TOTAL CAPITAL</b>	<b>100 123</b>	<b>59 059</b>	<b>104 390</b>	<b>64 050</b>	<b>59 300</b>	<b>62 858</b>
<b>TOTAL EXPENDITURE</b>	<b>108 296</b>	<b>78 408</b>	<b>128 210</b>	<b>120 657</b>	<b>84 682</b>	<b>89 763</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>108 296</b>	<b>78 408</b>	<b>128 210</b>	<b>120 657</b>	<b>84 682</b>	<b>89 763</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	5 495	7 400	11 180	11 645	10 200	10 812
Administrative Expenditure	1 322	2 129	3 270	4 882	4 602	4 878
Stores and Livestock	76	204	125	300	540	572
Equipment : <b>Current</b>	11	1	35	240	120	127
Equipment : <b>Capital</b>	123	59	90	150	420	445
Land and Buildings : <b>Current</b>	0	0	0	0	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	1 226	412	210	1 440	2 800	2 968
Transfer Payments : <b>Current</b>	0	9 203	9 000	38 100	8 000	8 480
Transfer Payments : <b>Capital</b>	100 000	59 000	104 300	63 900	58 000	61 480
Miscellaneous Expenditure	43	0	0	0	0	0
<b>Total : Current</b>	<b>8 173</b>	<b>19 349</b>	<b>23 820</b>	<b>56 607</b>	<b>26 262</b>	<b>27 838</b>
<b>Total : Capital</b>	<b>100 123</b>	<b>59 059</b>	<b>104 390</b>	<b>64 050</b>	<b>58 420</b>	<b>61 925</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>108 296</b>	<b>78 408</b>	<b>128 210</b>	<b>120 657</b>	<b>84 682</b>	<b>89 763</b>



**Programme 5:**

**Industry and Economic Planning**

**Vote:**

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**Table 1.1. Expenditure : Programme 5 : Industry and Economic Planning**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Industry	12 930	19 574	25 872	28 496	64 671	68 551
Economic -Planning	1 609	3 152	3 808	5 929	4 400	4 664
<b>TOTAL</b>	<b>14 539</b>	<b>22 726</b>	<b>29 680</b>	<b>34 425</b>	<b>69 071</b>	<b>73 215</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	4 783	4 736	5 690	7 237	8 042	8 525
Transfer Payments	8 401	14 651	18 300	20 000	30 000	31 800
Other Current Expenditure	1 246	3 118	5 625	7 103	30 549	32 382
<b>TOTAL CURRENT</b>	<b>14 430</b>	<b>22 505</b>	<b>29 615</b>	<b>34 340</b>	<b>68 591</b>	<b>72 706</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	109	221	65	85	480	509
Transfer Payments	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>109</b>	<b>221</b>	<b>65</b>	<b>85</b>	<b>480</b>	<b>509</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>14 539</b>	<b>22 726</b>	<b>29 680</b>	<b>34 425</b>	<b>69 071</b>	<b>73 215</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	4 783	4 736	5 690	7 237	8 042	8 525
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	1 246	3 118	5 625	7 103	30 549	32 382
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	8 401	14 651	18 300	20 000	30 000	31 800
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>14 430</b>	<b>22 505</b>	<b>29 615</b>	<b>34 340</b>	<b>68 591</b>	<b>72 706</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	109	221	65	85	480	509
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>109</b>	<b>221</b>	<b>65</b>	<b>85</b>	<b>480</b>	<b>509</b>
<b>TOTAL EXPENDITURE</b>	<b>14 539</b>	<b>22 726</b>	<b>29 680</b>	<b>34 425</b>	<b>69 071</b>	<b>73 215</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>14 539</b>	<b>22 726</b>	<b>29 680</b>	<b>34 425</b>	<b>69 071</b>	<b>73 215</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	4 783	4 736	5 690	7 237	7 791	8 258
Administrative Expenditure	729	1 186	1 349	1 973	5 260	5 576
Stores and Livestock	22	( 1 440)	25	30	760	806
Equipment : <b>Current</b>	0	0	180	200	780	827
Equipment : <b>Capital</b>	109	221	65	85	480	509
Land and Buildings : <b>Current</b>	0	0	0	0	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	417	3 372	4 071	4 900	24 000	25 440
Transfer Payments : <b>Current</b>	8 401	14 651	18 300	20 000	30 000	31 800
Transfer Payments : <b>Capital</b>	0	0	0	0	0	0
Miscellaneous Expenditure	78	0	0	0	0	0
<b>Total : Current</b>	<b>14 430</b>	<b>22 505</b>	<b>29 615</b>	<b>34 340</b>	<b>68 591</b>	<b>72 706</b>
<b>Total : Capital</b>	<b>109</b>	<b>221</b>	<b>65</b>	<b>85</b>	<b>480</b>	<b>509</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>14 539</b>	<b>22 726</b>	<b>29 680</b>	<b>34 425</b>	<b>69 071</b>	<b>73 215</b>

**Programme 6:**

**Tourism, Resorts and Gaming**

**Vote:**

**20**

**Table 1.1. Expenditure : Programme 6 : Tourism, Resorts and Gaming**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Tourism	12 600	16 928	29 319	20 350	116 498	123 488
Resorts and Gaming	4 650	9 077	86 875	89 385	48 900	51 834
<b>TOTAL</b>	<b>17 250</b>	<b>26 005</b>	<b>116 194</b>	<b>109 735</b>	<b>165 398</b>	<b>175 322</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	2 648	3 897	36 680	30 485	50 138	53 146
Transfer Payments	8 627	10 243	43 925	53 000	55 000	58 300
Other Current Expenditure	933	4 295	22 704	16 050	48 720	51 643
<b>TOTAL CURRENT</b>	<b>12 208</b>	<b>18 435</b>	<b>103 309</b>	<b>99 535</b>	<b>153 858</b>	<b>163 089</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	175	170	85	200	1 540	1 632
Transfer Payments	4 867	7 400	12 800	10 000	10 000	10 600
<b>TOTAL CAPITAL</b>	<b>5 042</b>	<b>7 570</b>	<b>12 885</b>	<b>10 200</b>	<b>11 540</b>	<b>12 232</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>17 250</b>	<b>26 005</b>	<b>116 194</b>	<b>109 735</b>	<b>165 398</b>	<b>175 322</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	2 648	3 897	36 680	30 485	50 138	53 146
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	933	4 295	22 704	16 050	48 720	51 643
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	8 627	10 243	43 925	53 000	55 000	58 300
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>12 208</b>	<b>18 435</b>	<b>103 309</b>	<b>99 535</b>	<b>153 858</b>	<b>163 089</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	175	170	85	200	1 540	1 632
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	4 867	7 400	12 800	10 000	10 000	10 600
<b>TOTAL CAPITAL</b>	<b>5 042</b>	<b>7 570</b>	<b>12 885</b>	<b>10 200</b>	<b>11 540</b>	<b>12 232</b>
<b>TOTAL EXPENDITURE</b>	<b>17 250</b>	<b>26 005</b>	<b>116 194</b>	<b>109 735</b>	<b>165 398</b>	<b>175 322</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>17 250</b>	<b>26 005</b>	<b>116 194</b>	<b>109 735</b>	<b>165 398</b>	<b>175 322</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	2 648	3 897	36 680	30 485	50 138	53 146
Administrative Expenditure	706	1 095	2 530	3 200	13 400	14 204
Stores and Livestock	109	1 504	2 470	2 570	13 120	13 907
Equipment : <b>Current</b>	0	29	240	380	4 200	4 452
Equipment : <b>Capital</b>	175	170	85	200	1 540	1 632
Land and Buildings : <b>Current</b>	0	0	0	0	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	105	1 667	17 464	9 900	18 000	19 080
Transfer Payments : <b>Current</b>	8 627	10 243	43 925	53 000	55 000	58 300
Transfer Payments : <b>Capital</b>	4 867	7 400	12 800	10 000	10 000	10 600
Miscellaneous Expenditure	13	0	0	0	0	0
<b>Total : Current</b>	<b>12 208</b>	<b>18 435</b>	<b>103 309</b>	<b>99 535</b>	<b>153 858</b>	<b>163 089</b>
<b>Total : Capital</b>	<b>5 042</b>	<b>7 570</b>	<b>12 885</b>	<b>10 200</b>	<b>11 540</b>	<b>12 232</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>17 250</b>	<b>26 005</b>	<b>116 194</b>	<b>109 735</b>	<b>165 398</b>	<b>175 322</b>

**Programme 7:**

**Financial Management**

**Vote:**

**20**

**Table 1.1. Expenditure : Programme 7 : Financial Management**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Budget and Reporting	0	0	1 844	3 495	4 696	4 978
Expenditure Management	0	0	1 098	3 317	6 790	7 197
Departmental Procurement	0	0	261	2 549	3 080	3 265
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 361</b>	<b>14 566</b>	<b>15 440</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	0	0	2 660	6 812	12 085	12 810
Transfer Payments	0	0	0	0	0	0
Other Current Expenditure	0	0	543	2 414	2 081	2 206
<b>TOTAL CURRENT</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 226</b>	<b>14 166</b>	<b>15 016</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	0	0	0	135	400	424
Transfer Payments	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>135</b>	<b>400</b>	<b>424</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 361</b>	<b>14 566</b>	<b>15 440</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	0	0	2 660	6 812	12 085	12 810
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	0	0	543	2 414	2 081	2 206
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	0	0	0	0	0	0
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 226</b>	<b>14 166</b>	<b>15 016</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	0	0	0	135	400	424
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>135</b>	<b>400</b>	<b>424</b>
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 361</b>	<b>14 566</b>	<b>15 440</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 361</b>	<b>14 566</b>	<b>15 440</b>



**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	0	0	2 660	6 812	12 085	12 810
Administrative Expenditure	0	0	543	2 150	1 610	1 707
Stores and Livestock	0	0	0	94	180	191
Equipment : <b>Current</b>	0	0	0	120	291	308
Equipment : <b>Capital</b>	0	0	0	135	400	424
Land and Buildings : <b>Current</b>	0	0	0	0	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	0	0	0	50	0	0
Transfer Payments : <b>Current</b>	0	0	0	0	0	0
Transfer Payments : <b>Capital</b>	0	0	0	0	0	0
Miscellaneous Expenditure	0	0	0	0	0	0
<b>Total : Current</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 226</b>	<b>14 166</b>	<b>15 016</b>
<b>Total : Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>135</b>	<b>400</b>	<b>424</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>0</b>	<b>0</b>	<b>3 203</b>	<b>9 361</b>	<b>14 566</b>	<b>15 440</b>

**Programme 8:**

**Procurement Administration**

**Vote:**

**20**

**Table 1.1. Expenditure : Programme 8 : Procurement Administration**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Co-ordination	0	0	0	0	0	0
Tender and Contract Administration	0	0	8 820	9 885	15 438	16 364
Tender Advice Centre	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>8 820</b>	<b>9 885</b>	<b>15 438</b>	<b>16 364</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	0	0	4 242	4 827	8 200	8 692
Transfer Payments	0	0	0	0	0	0
Other Current Expenditure	0	0	4 523	4 698	6 838	7 248
<b>TOTAL CURRENT</b>	<b>0</b>	<b>0</b>	<b>8 765</b>	<b>9 525</b>	<b>15 038</b>	<b>15 940</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	0	0	55	360	400	424
Transfer Payments	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>360</b>	<b>400</b>	<b>424</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>0</b>	<b>0</b>	<b>8 820</b>	<b>9 885</b>	<b>15 438</b>	<b>16 364</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	0	0	4 242	4 827	8 200	8 692
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	0	0	4 523	4 698	6 838	7 248
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	0	0	0	0	0	0
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>0</b>	<b>0</b>	<b>8 765</b>	<b>9 525</b>	<b>15 038</b>	<b>15 940</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	0	0	55	360	400	424
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>360</b>	<b>400</b>	<b>424</b>
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>8 820</b>	<b>9 885</b>	<b>15 438</b>	<b>16 364</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>0</b>	<b>0</b>	<b>8 820</b>	<b>9 885</b>	<b>15 438</b>	<b>16 364</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	0	0	4 242	4 827	8 200	8 692
Administrative Expenditure	0	0	1 238	1 688	3 500	3 710
Stores and Livestock	0	0	705	760	1 020	1 081
Equipment : <b>Current</b>	0	0	480	100	1 200	1 272
Equipment : <b>Capital</b>	0	0	55	360	418	443
Land and Buildings : <b>Current</b>	0	0	0	0	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	0	0	2 100	2 150	1 100	1 166
Transfer Payments : <b>Current</b>	0	0	0	0	0	0
Transfer Payments : <b>Capital</b>	0	0	0	0	0	0
Miscellaneous Expenditure	0	0	0	0	0	0
<b>Total : Current</b>	<b>0</b>	<b>0</b>	<b>8 765</b>	<b>9 525</b>	<b>15 020</b>	<b>15 921</b>
<b>Total : Capital</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>360</b>	<b>418</b>	<b>443</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>0</b>	<b>0</b>	<b>8 820</b>	<b>9 885</b>	<b>15 438</b>	<b>16 364</b>

**Programme 9:**

**Environment**

**Vote:**

**20**

**Table 1.1. Expenditure : Programme 9 : Environment**

PROGRAMME	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Scientific Services	0	8 046	9 595	10 722	10 040	10 642
Resource Management	0	74 580	53 893	63 786	94 900	100 594
Environmental Management	0	3 400	7 391	11 992	6 300	6 678
<b>TOTAL</b>	<b>0</b>	<b>86 026</b>	<b>70 879</b>	<b>86 500</b>	<b>111 240</b>	<b>117 914</b>

**SUMMARY OF GFS ECONOMIC CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Personnel Expenditure	0	74 926	48 772	54 056	52 000	55 120
Transfer Payments	0	0	0	0	0	0
Other Current Expenditure	0	10 240	21 151	30 934	53 240	56 434
<b>TOTAL CURRENT</b>	<b>0</b>	<b>85 166</b>	<b>69 923</b>	<b>84 990</b>	<b>105 240</b>	<b>111 554</b>
<b>CAPITAL EXPENDITURE</b>						
Acquisition of capital assets	0	860	956	1 510	6 000	6 360
Transfer Payments	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>860</b>	<b>956</b>	<b>1 510</b>	<b>6 000</b>	<b>6 360</b>
<b>TOTAL STD ITEMS/GFS CLASSIFICATION</b>	<b>0</b>	<b>86 026</b>	<b>70 879</b>	<b>86 500</b>	<b>111 240</b>	<b>117 914</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : GFS CLASSIFICATION**

GFS Economic Classification	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>CURRENT EXPENDITURE</b>						
Compensation of employees						
- Salaries and Wages	0	74 926	48 772	54 056	52 000	55 120
- Other Remuneration	0	0	0	0	0	0
Use of Goods and Services	0	10 240	21 151	30 934	53 240	56 434
Interest Paid	0	0	0	0	0	0
Transfer Payments:						
- Subsidies to Business Enterprises	0	0	0	0	0	0
- Local Government	0	0	0	0	0	0
- Extra-Budgetary Institutions	0	0	0	0	0	0
- Households	0	0	0	0	0	0
- Non-profit Organisations	0	0	0	0	0	0
<b>TOTAL CURRENT</b>	<b>0</b>	<b>85 166</b>	<b>69 923</b>	<b>84 990</b>	<b>105 240</b>	<b>111 554</b>
<b>CAPITAL EXPENDITURE</b>						
Non-Financial Assets						
- Buildings and Structures	0	0	0	0	0	0
- Machinery and Equipment	0	860	956	1 510	6 000	6 360
- Non-Produced Assets	0	0	0	0	0	0
- Other Assets	0	0	0	0	0	0
Capital Transfers to:						
- Local Government	0	0	0	0	0	0
- Other Capital Transfers	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>860</b>	<b>956</b>	<b>1 510</b>	<b>6 000</b>	<b>6 360</b>
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>86 026</b>	<b>70 879</b>	<b>86 500</b>	<b>111 240</b>	<b>117 914</b>
Lending	0	0	0	0	0	0
<b>TOTAL GFS CLASSIFICATION</b>	<b>0</b>	<b>86 026</b>	<b>70 879</b>	<b>86 500</b>	<b>111 240</b>	<b>117 914</b>

**SUMMARY OF EXPENDITURE AND ESTIMATES : STANDARD ITEM CLASSIFICATION**

STANDARD ITEMS	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual Expenditure	Actual Expenditure	Estimated Actual Expenditure	Budgeted Expenditure	Medium Term Expenditure Estimates	
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
Personnel Expenditure	0	74 926	48 772	54 056	58 600	62 116
Administrative Expenditure	0	8 167	13 532	17 960	28 140	29 828
Stores and Livestock	0	1 526	1 603	3 214	7 200	7 632
Equipment : <b>Current</b>	0	310	223	900	4 450	4 717
Equipment : <b>Capital</b>	0	860	956	1 510	6 400	6 784
Land and Buildings : <b>Current</b>	0	41	4 036	3 750	0	0
Land and Buildings : <b>Capital</b>	0	0	0	0	0	0
Professional and Special Services	0	196	1 757	5 110	6 450	6 837
Transfer Payments : <b>Current</b>	0	0	0	0	0	0
Transfer Payments : <b>Capital</b>	0	0	0	0	0	0
Miscellaneous Expenditure	0	0	0	0	0	0
<b>Total : Current</b>	<b>0</b>	<b>85 166</b>	<b>69 923</b>	<b>84 990</b>	<b>104 840</b>	<b>111 130</b>
<b>Total : Capital</b>	<b>0</b>	<b>860</b>	<b>956</b>	<b>1 510</b>	<b>6 400</b>	<b>6 784</b>
<b>TOTAL STANDARD ITEM CLASSIFICATION</b>	<b>0</b>	<b>86 026</b>	<b>70 879</b>	<b>86 500</b>	<b>111 240</b>	<b>117 914</b>

## ANNEXURE C

### FINANCE

	2000/01 Actual	2001/02 Actual	2002/03 Original	2002/03 Est.actual	2003/04 Voted	2004/05 MTEF	2005/06 MTEF
<b>A. TAX REVENUE</b>							
<b>A1. CASINO</b>	-	-	-	12 000	7 800	8 000	8 240
1.1 casino licence				12 000	7 800	8 000	8 240
1.2 Gaming							
<b>A2. MOTOR VEHICLE LICENSES</b>	-	-	-	-	-	-	-
2.1 Motor Vehicle licenses -different weights							
2.2 Drivers licenses - different codes							
2.3 Learners licenses							
2.4 Permits							
2. 4.1 Taxi permits							
2. 4.2 Bus permits							
2. 4.3 Abnormal load permits							
2. 4.4 Special permits							
2.4.5 Amendment of Route							
2.4.6 Application Taxi Permit							
2.4.6 Bus Permit							
2.4.7 Increase in Passengers/Taxi Permit							
2.4.8 New Maxi Taxi Permit							
2.4.9 Permit Fees							
2.4.10 Permit :Taxi							
2.4.12 Renewal of Taxi Permit							
2.4.13 Replacement of Taxi Permit							
2.4.14 Road Carrier Permit							
2.4.15 Special Permit							
2.4.16 Temporary Permit							
2.4.17 Transfer Permit							
2.4.18 Permit							
2.4.19 Upliftment Taxi Permit							
2.4.20 Duplicate Permit							
2.5 Other vehicle related revenue							



<b>A.3 HORSE RACING</b>	-	-	-	<b>3 300</b>	<b>3 500</b>	<b>3 600</b>	<b>3 650</b>
3.1 Horse racing				3 300	3 500	3 600	3 650
<b>A.4 OTHER TAXES</b>							
<b>A.4.1 TRADE AND LIQUOR LICENSES</b>	-	-	-	<b>3 193</b>	<b>3 600</b>	<b>4 050</b>	<b>4 374</b>
4.1.1 Trading licenses				660			
4.1.2 Liquor licenses				2 200	3 600	4 050	4 374
4.1.3 Registration Fees(Business)				333			
<b>A4.2 ANGLING LICENSES</b>	-	-	-	<b>260</b>	<b>270</b>	<b>280</b>	<b>290</b>
4.2.1 Angling Licenses				260	270	280	290
<b>B. NON-TAX REVENUE</b>							
<b>B.1 INTEREST</b>	-	-	-	<b>73 760</b>	<b>67 600</b>	<b>67 600</b>	<b>67 600</b>
1.1 Interest and dividends				73 760	67 600	67 600	67 600
1.2 Interest on Individual Subsidy							
1.3 Advertisements							
1.4 sale of shares							
<b>B.2 HEALTH PATIENT FEES</b>	-	-	-	-	-	-	-
2.1 Patients fees							
2.2 Hospitals fees							
2.3 Ambulance fees							
<b>B.3 REIMBURSEMENT</b>	-	-	-	<b>602</b>	-	-	-
3.1 Subsidy				202			
3.2 Loan redemption				400			
3.3 Sale of empty containers							
3.4 Auctions							
3.5 Sale of grader blades							
3.6 Sale of obsolete stock							
3.7 Registration fees							
3.8 Examination fees							
3.9 Telephone							
3.10 Transfer Fees							
3.11 Inspection Fees							
<b>B4. HUNTER PERMITS</b>	-	-	-	<b>1 350</b>	<b>1 380</b>	<b>1 420</b>	<b>1 460</b>
4.1 Hunters permits				1 350	1 380	1 420	1 460
4.2 Trophy hunting							
4.3 Game shooting permit							

<b>B.5 OTHER SALES</b>	-	-	-	<b>7 950</b>	<b>155</b>	<b>160</b>	<b>165</b>
<b>B.5.1 Agricultural produce</b>							
5.1.1 Citrus							
5.1.2 Poultry							
5.1.3 Seeds							
5.1.4 Bee hives							
5.1.5 Skin and hides							
5.1.6 Vegetables							
5.1.7 Maize							
5.1.8 Sisal							
5.1.9 Meat							
5.1.10 Dairy products							
5.1.11 Wood and grass							
5.1.12 Fish							
5.1.13 Fruits							
5.1.14 Dipping fees							
5.1.15 Ploughing fees							
<b>B.5.2 GAME</b>							
5.2.1 Game							
5.2.2 Game meat				6 000			
5.2.3 Reserves(Gate takings)				1 500			
5.2.4 Commercialisation Concession				300			
<b>B5.3 TENDER BULLETIN</b>							
5.3.1 Tender bulletin				150	155	160	165
5.3.2 Trade Bulletin							
<b>B.6 OTHER REVENUE</b>							
<b>6.1 TOURISM</b>	-	-	-	<b>250</b>	-	-	-
6.1.1 Entrance fees							
6.1.2 Camping fees							
6.1.3 Caravan fees							
6.1.4 Accommodation				250			

<b>B6.2. COMMISSION ON INSURANCE</b>	-	-	-	<b>230</b>	<b>340</b>	<b>375</b>	<b>360</b>
6.2.1 Commission on insurance				230	340	375	360
6.2.2 Income Capital							
<b>B.6.3 BOARDING AND LODGING</b>	-	-	-	-	-	-	-
6.3.1 Boarding fees							
6.3.2 Water and Electricity							
6.3.3 Garbage removal							
6.3.4 Sanitation							
6.3.5 Swill							
<b>B.6.4 FINES AND FORFEITURES</b>	-	-	-	<b>8 000</b>	<b>8 200</b>	<b>8 300</b>	<b>8 400</b>
6.4.1 Traffic fines				8 000	8 200	8 300	8 400
6.4.2 Court fines							
6.4.3 Admission of guilt fines							
<b>B.6.5 THIRD PARTY PAYMENT</b>	-	-	-	<b>205</b>	<b>205</b>	<b>215</b>	<b>225</b>
6.5.1 Parking							
6.5.2 Photocopying				5	5	5	5
6.5.3 Donations							
6.5.4 Departmental liabilities				100	100	110	120
6.5.5 Building plans							
6.5.6 Previous year expenditure							
6.5.7 Surplus							
6.5.8 Unclaimed wages				50	50	50	50
6.5.9 Bail							
6.5.10 Miscellaneous and others				50	50	50	50
6.5.11 Lost Library Books							
<b>B6.6 STALE CHEQUES</b>	-	-	-	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
6.6.1 Stale cheques				50	50	50	50

<b>C. CAPITAL REVENUE</b>							
C.1 Sale of land and Building							
C.2 Sale of stock and livestock							
<b>C.3 Other capital revenue</b>	-	-	-	-	-	-	-
C.3.1. Sales of Equipment							
<b>C.3.2 House rent</b>	-	-	-	-	-	-	-
3.2.1 House rent							
3.2.2 Rental of government equipment							
3.2.3 Rent on official quarters							
3.2.4 Rent on government farms							
3.2.5 Rent on grazing							
3.2.6 Rent on irrigation							
3.2.7 Rent on tuckshop							
3.2.8 Rent on chalets							
3.2.9 Rent on arable land.							
3.2.10 Rent of Sites							
3.2.11 Hire:Sports Fields & Halls							
<b>TOTAL</b>	-	-	-	<b>111 150</b>	<b>93 100</b>	<b>94 050</b>	<b>94 814</b>

**ANNEXURE C**

**MEDIUM TERM REVENUES**

**FINANCE**

	2000/01 Actual	2001/02 Actual	2002/03 Original	2002/03 Est.actual	2003/04 Voted	2004/05 MTEF	2005/06 MTEF
Current revenue							
<b>Tax revenue</b>							
-Casino taxes	-	-	-	12 000	7 800	8 000	8 240
-Motor vehicles licences	-	-	-	-	-	-	-
-Horseracing	-	-	-	3 300	3 500	3 600	3 650
-Trade and liquor licences	-	-	-	3 193	3 600	4 050	4 374
-Angling licences	-	-	-	260	270	280	290
<b>Non-tax revenue</b>							
-Interest	-	-	-	73 760	67 600	67 600	67 600
-Health patient fees	-	-	-	-	-	-	-
-Reimbursements	-	-	-	602	-	-	-
-Other sales	-	-	-	7 950	155	160	165
-Tourism	-	-	-	250	-	-	-
-Commision on insurance	-	-	-	230	340	375	360
-Board and lodging	-	-	-	-	-	-	-
-Fines and forfeitures	-	-	-	8 000	8 200	8 300	8 400
-Third party payment	-	-	-	205	205	215	225
-Stale cheques	-	-	-	50	50	50	50
-Hunters permits	-	-	-	1 350	1 380	1 420	1 460
<b>Capital revenue</b>							
Sale of land and buildings	-	-	-	-	-	-	-
Sale of stock, livestock, etc.	-	-	-	-	-	-	-
Sale of equipmet	-	-	-	-	-	-	-
House rent	-	-	-	-	-	-	-
<b>Total revenue</b>	-	-	-	<b>111 150</b>	<b>93 100</b>	<b>94 050</b>	<b>94 814</b>

Summary of revenue

Tax revenue	-	-	-	18 753	15 170	15 930	16 554
Non-tax revenue	-	-	-	92 397	77 930	78 120	78 260
Capital revenue	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	<b>111 150</b>	<b>93 100</b>	<b>94 050</b>	<b>94 814</b>

## ANNEXURE D

### 1. SERVICE DELIVERY IMPROVEMENT PLAN

The White Paper on the Transformation of the Public Service/Batho Pele (1997) and the Public Service Regulations (1999) provide the department with policy framework to deliver efficient and effective services to various stakeholders.

#### Main services and customers

The Department of Finance & Economic Development has the following internal and external stakeholders: -

INTERNAL CUSTOMERS	EXTERNAL CUSTOMERS
Junior management Middle management Senior management MEC	National government Limpopo Provincial departments Limpopo Province Legislature Limpopo Municipalities National Treasury Limpopo Auditor General Limpopo Provincial Public entities Limpopo Provincial government business enterprises Limpopo General public Research councils (Local & National) SMME sectors (local,National) Donor councils local & national) Limpopo Employee organizations Private sector(local & national)

#### ❖ 2. Services offered to internal and external customers

##### 1. External customers

- ❖ Industry, Economic planning & Research
- ❖ SMME and commerce
- ❖ Tourism services
- ❖ Provincial revenue services
- ❖ Procurement Administration
- ❖ Environmental Affairs
- ❖ Customer Care
- ❖ Treasury

## **2. Internal customers**

- ❖ Executive council support
- ❖ Superintendent General Support
- ❖ Communication
- ❖ Information Resource Management
- ❖ Corporate services
- ❖ Financial management services
- ❖ Transformation of the Department
- ❖ Customer Care
- ❖ Employee Assistance Programme
- ❖ Counselling Services

## **3. CUSTOMER PERCEPTIONS ON CURRENT SERVICES**

- Switchboard services not answered within the set standard.
- Most of Departmental information written in English.
- Information not reaching people more in rural areas.
- Regional Offices not well staffed to reach out for more people in Limpopo Province.
- Appreciated initiated programmes by the Department.
- Tender Board not empowering most of the previously disadvantaged communities.
- Misuse of transport by Departmental officials.
- Delayed payments to suppliers for service rendered.
- Late response to correspondence for internal and external clients.
- Lack of enforcement on damage causing animal control
- Lack of mechanisms on responding on public complaints.

## **4. SUGGESTIONS FOR IMPROVEMENT**

- An advanced and intergrated telephone system to be installed for efficient and effective service delivery and professional training to be done in switchboard operators.
- More usage of local and provincial radio stations to inform communities on Departmental programmes.
- Information to be provided in all provincial languages.
- Regional offices to be fully staffed by 2003/2004 for improving on service delivery.
- More follow-ups to be done on the given projects with all relevant stakeholders.
- More workshops to be conducted on all Departmental programmes to educate public members.
- Transport section to enforce more control on state owned vehicles.
- Procurement services to have intergrated financial strategy to fasttrack for delayed payments.
- Provincial generic standards to be complied to in line with provincial service standards.
- More capacity on regulatory enforcement for effective monitoring.
- Norms and procedures to be set for receiving complaints about non-compliance to environmental legislation.

**5. Communication channels**

**5.1 The Department is consulting with internal customers through the following channels: -**

<b>FORUM</b>	<b>CUSTOMERS</b>	<b>FREQUENCY</b>
Top Management meeting	Top management	Once per month
Executive meeting	SG and Chief Directors	Once per month
Chief Director/Directors Meeting	Chief Director/Directors and Heads of sub directorates	Monthly
Batho Pele Meeting	Batho Pele Committee	Once per month
Gender meeting	Departmental staff and GFP	Once per month
Departmental tender committee	Committee members	As and when required
Regional heads meeting	Director Management Services, Regional Heads & sectional heads	Monthly
Departmental revenue committee	Committee members	Monthly
Departmental transport committee	Committee members	As and when required
Chief Directorates Workshop	Chief Director/Directors, all Heads of sub- directorate	As and when required
Departmental Workshop	Chief Directors, Directors, All Sectional Heads.	Quarterly
Departmental assessing Authority	Divisional heads, directors and chief directors	As and when required
Employment equity forum	Forum members	Monthly
Women's Forum	All women in the Department	As and when required.
Departmental HIV/AIDS Committee	Committee Members	Monthly
Departmental OHS Committee	Committee Members	Monthly
Bursary committee	Committee members	Monthly



## 5.2 External customers are consulted as follows

FORUM	CUSTOMERS	FREQUENCY
Executive Council meeting	MEC	Twice per month
Executive Council meeting/ HOD	MECs & HODs	Quarterly
Heads of Depts. Meeting	DG, HOD's	Monthly
Transformation task team meeting	Chairpersons of clusters	Monthly
Economic cluster meeting	HOD's of cluster departments	Monthly
FINCOM meeting	HOD's	Quarterly
Budget council	MECs and HOD's,	Quarterly
Cabinet meets the people	Communities NGO, public servants, general public, MECs	Monthly
Tender board meeting	Board members	Weekly
Transformation/Imbizo, Batho Pele road shows	Communities, public servants, all departments, general public	Quarterly
Women and economic cluster	GFPs of clusters departments	Twice a month
MPCC meeting	Provincial steering committee members	Monthly
MINMEC	Ministers, MECs, Hod's	Monthly
Provincial technical committee for Finance	Provincial Departments	Monthly
DTI (HOD's Meetings)	HOD's	Monthly
Budget Lekgotla (National & Provincial)	Ministers, Hod's, MECs	As and when required

## 6. Mechanisms and strategies to increase accessibility of services

- Improvement on communication tools in regional offices and Head Office
- Training programmes on customer care
- Effective and efficient service delivery to stakeholders
- Prompt response to various complaints from various customers
- Implementation and monitoring of Batho Pele programmes
- Providing services to MPCC
- Public awareness campaigns
- Public workshops on Departmental activities such as Tourism, SMME, procurement administration, etc

## Targets

Ongoing  
Ongoing  
Ongoing  
Ongoing  
Ongoing  
Tuesdays & Thursdays weekly  
Ongoing  
Ongoing

## 7. Information-sharing

- Meeting with various stakeholders.
- Annual reports.
- Cabinets meet the people.
- Transformation/Batho Pele road shows.

- Rollout programmes on departmental activities.
- Annual service delivery performance review to give an overview of the departmental image.

### **8. Redress**

Suggestion boxes are available at various buildings, regional offices, MPCC, etc – for receiving complaints and compliments from stakeholders.

Stakeholders use Premier's office toll-free numbers to complain about various departmental services. Premier's office sends all complaints to relevant departments for responding to relevant stakeholders about misuse of government properties, corruption, poor service, etc.

### **9. Value for money**

Value for money programmes are to be implemented such as transport management, control of telephone costs, switching off lights after work, prompt processing of orders and payments, etc.

Various suppliers or service providers for the Department should also render services, which are of high quality for improving on service delivery.

### **10. Courtesy programmes**

This is an essential requirement for all staff members for treating clients with respect taking into consideration the following:

- ◆ Dignity of each and every client
- ◆ Respect of clients values
- ◆ Consideration of cultural diversity
- ◆ Respect of individual's privacy.

Training programmes for frontline on customer care are in place and available at the training division.

Annual training programmes are available which are aimed at skills development of the general staff.

### **11. Openness and transparency**

This is done currently through the following:

Ongoing interaction with internal clients through meetings, circulars as and when required.

Annual budget speech to inform stakeholders about the provincial allocation of funds to various Departments.

Portfolio committee sessions for discussing key focus programmes of the Department.

Media releases, radio and television slots for disseminating information on departmental plans, achievements and bottlenecks.

Making relevant information available on the Internet and information packages for promoting the image of the Department. (Futuristic)

## 12. Summary of a service delivery improvement plan.

The following is the summary of service delivery interventions that focus more on the internal processes of the Department that have an impact on the quality of services that are delivered:

MAIN STANDARD	DESCRIPTION OF CURRENT SITUATION	SERVICE DELIVERY IMPROVEMENT INTERVENTIONS	INDICATORS OF SUCCESS
<p><b>1. CORPORATE AND TRANSFORMATION SERVICES:</b></p> <p>Provide administrative support services and facilitate the process of transformation to improve service delivery in the department</p>	<ul style="list-style-type: none"> <li>◆ Gender imbalances addressed by the FEP.</li> <li>◆ Management plan in place to improve on service delivery in the Dept.</li> <li>◆ 40 staff members appointed in the Dep.</li> </ul>	<ul style="list-style-type: none"> <li>◆ HR &amp; Transformation policies to be in place and implemented.</li> <li>◆ EAP co-ordinators to be appointed.</li> <li>◆ Workshops to be conducted on HR issues.</li> </ul>	<ul style="list-style-type: none"> <li>◆ EEF in place to monitor implement equity.</li> <li>◆ Improved EE status for the Dept.</li> <li>◆ PMS rolled out to all regions.</li> <li>◆ Improved service delivery through staffing</li> <li>◆ Labour relations and workstudy in place to fastrack on service delivery.</li> <li>◆</li> </ul>
<p><b>2. FINANCIAL MANAGEMENT</b></p> <p>Provision of good and services to all departmental section in line with Public Finance Management Act [PFMA].</p>	<ul style="list-style-type: none"> <li>◆ No consultation regarding charges of various programmes in the department e.g. cutting of telephones, cellphones etc.</li> <li>◆ No clear terms of reference regarding Chief Financial Officer role.</li> <li>◆ Abuse of procurement services when inviting tenders</li> </ul>	<ul style="list-style-type: none"> <li>◆ Hold a meeting with CFO to clarify his roles and to request him to consult on daily basis in a form of circulars, meeting, and e-mails to avoid confusion.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Departmental Tender Committee in place to ensure transparency &amp; openness of the system.</li> <li>◆ Reported submitted to Transformation to ensure EE measures.</li> </ul>

<p><b>3. TOURISM, GAMING AND GAME PARKS</b></p> <p>There is a strategy in place to upgrade and manage Game parks, and to empower communities through the development of African Ivory Route projects.</p>	<ul style="list-style-type: none"> <li>◆ African Ivory Route camps developed.</li> <li>◆ Tourism programme are done in line with service standards.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Tourism workshops to be conducted to educate more youth &amp; disabled people to participate in tourism programmes.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Gender sensitivity for tour guides.</li> <li>◆ Complaints to service delivery standards.</li> <li>◆ Marketing tools available on request.</li> </ul>
<p><b>4. ENVIRONMENTAL AFFAIRS</b></p> <p>Raise awareness of the community on informal or formal environment education in terms of environmental policies and legislation.</p>	<ul style="list-style-type: none"> <li>◆ Various workshops are conducted on Environmental programmes.</li> <li>◆ Senior position still dominated by White people.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Staffing to be done in line with Employment Equity Plan.</li> </ul>	<ul style="list-style-type: none"> <li>◆ All regions staffed with Environmental officers to deal with various programmes.</li> <li>◆ Both electronic and print media to be used to publicise Environmental programmes.</li> </ul>
<p><b>5. BUDGETS AND EXPENDITURE</b></p> <p>There is a mechanism in place for rendering efficient budgetary planning for the province.</p>	<ul style="list-style-type: none"> <li>◆ Improved revenue collection.</li> <li>◆ Reduction of cases of misconduct and fraud.</li> <li>◆ Several Treasury circulars issued for information purposes.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Officials to workshop public about budgeting process.</li> <li>◆ Full time transport to be allocated to officials.</li> <li>◆ Improve on late or non-submission inputs by Depts.</li> </ul>	<p>Improved assets management. White Book and Govt.</p> <p>Finance Statistic book printed for customer to access information on budget.</p>
<p><b>6. PROVINCIAL ACCOUNTANT GENERAL</b></p> <p>Provide accounting services to the province and report to National Treasury and all stakeholders.</p>	<ul style="list-style-type: none"> <li>◆ Rolled out cash focus to all Provincial Depts.</li> <li>◆ Timeous payment of accounts to various stakeholders.</li> <li>◆ Developed new reporting formats &amp; guidelines in terms of PFMA and GFS.</li> <li>◆ Timeous reporting to ACC General &amp; Treasury.</li> </ul>	<ul style="list-style-type: none"> <li>◆ To have all lapsed State.</li> <li>◆ Guarantees removed for the system by 2002.</li> <li>◆ Guarantees removed for the system by 2002.</li> <li>◆ To train officers on new programmes packages develop or all financial systems.</li> </ul>	<p>Compliance for submission of various report to Treasury &amp; banks.</p> <p>Financial system user-friendly to all users</p>

<p><b>7.PROCUREMENT ADMINISTRATION</b></p> <p>There is a system in place to administer tenders and contracts in terms of Tender Board Act.</p>	<ul style="list-style-type: none"> <li>◆ Tender Advice Centres co-ordinators not trained in presentation skills.</li> <li>◆ Most of the workshops are conducted in Mopani, Sekhukhune and Vhembe districts.</li> <li>◆ Tender bulletins not available as in the standard manual.</li> <li>◆ Establish a tender Advice Centre in Bochum.</li> </ul>	<ul style="list-style-type: none"> <li>◆ More women, youth and disabled to be workshopped on tendering procedures.</li> <li>◆ After-care programmes to be introduced to people awarded with tenders,</li> <li>◆ Rotation of procurement Administration staff to avoid corruption.</li> <li>◆ All Tender Advice Centres to conduct workshops per sector.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Tender Advice Centre established in Bushbuckridge.</li> <li>◆ Previously and historically disadvantaged people empowered through tendering procedures.</li> </ul>
<p><b>8.SMME AND COMMERCE</b></p> <p>There is a mechanism to regulate and monitor sale and distribution of liquor throughout the province.</p>	<ul style="list-style-type: none"> <li>◆ Conduct ongoing workshops on SMME &amp; Commerce programmes.</li> <li>◆ Complying to all Batho Pele Principles</li> <li>◆ Promote women to participate women in male-dominated sectors.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Development of Youth and Disabled programs for participation in SMME and Commerce programmes.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Improved plans and programmes on access to funding.</li> <li>◆ Gender imbalances addressed in attendance of programmes, such as shows, summits, seminars, and etc.</li> </ul>
<p><b>9.INDUSTRY, AND ECONOMIC PLANNING AND RESEARCH</b></p> <p>The directorate has a strategy to create effective industrial development and to establish manufacturing and service industries in the province.</p>	<ul style="list-style-type: none"> <li>◆ Not gender sensitive when appointing</li> <li>◆ Delivering services with limited resources.</li> <li>◆ Lack of officers in various regions.</li> <li>◆ Facilitation of Great North Transport as investment initiative.</li> </ul>	<ul style="list-style-type: none"> <li>◆ To appoint in line with EEP</li> <li>◆ Staff all regions to improve on service delivery</li> <li>◆ Communicate economic development programmes in both electronic and print media</li> </ul>	<ul style="list-style-type: none"> <li>◆ A register in place for all manufactures in the Province.</li> <li>◆ A reliable, safe transport for targeted communities.</li> <li>◆ Jobs created through GNT busses.</li> <li>◆ Producer co-operatives trained and able to market their products.</li> </ul>