

VOTE 1

Office of the Premier

Operational budget	R 469 400 360
Remuneration of the Premier	R 1 704 640
Total amount to be appropriated	R 471 105 000
Responsible MEC	The Premier, Dr Z. L. Mkhize
Administering department	Office of the Premier
Accounting officer	Director-General: Office of the Premier

1. Overview

Vision

The vision of the Office of the Premier is: *A central glittering and engaging hope for a socially just, peaceful and prosperous province for the benefit of its entire people.*

Mission statement

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

- Mobilising, co-ordinating and integrating the efforts of the provincial government and administration to eradicate various forms of human deprivation in the province;
- Playing a leadership role in mobilising and leveraging public and private sector resources to realise sustainable economic growth with capacity to generate decent jobs and eradicate poverty and inequality;
- Spearheading the efforts of provincial government and all stakeholders aimed at ensuring peace, safety and security for all in the province;
- Professionally executing departmental mandates;
- Co-ordinating and facilitating macro-provincial and other transversal issues and programmes;
- Promoting co-operative and good governance, including the fight against fraud and corruption;
- Providing the highest quality policy management, planning, monitoring and evaluation services;
- Creating policies relating to regulations, information and legislation; and
- Supporting the Executive Branch of the provincial government in initiating and executing provincial laws and policies.

Strategic objectives

The *Strategic policy directions*: These are directly linked to national government's 12 outcomes and also inform the department's strategic objectives, as listed below.

- Integrate, co-ordinate and facilitate transversal policies, programmes, strategies, plans and systems of the province;
- Lead in macro planning and policy management for achieving the electoral mandate;

- Monitoring and evaluation of provincial government's programmes;
- Provide strategic leadership and direction for provincial government;
- Oversee the development and implementation of legislation; and
- Promote inter and intra-governmental relations and good governance.

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

- To realise the existence of functional public policy and strategic planning management systems and processes for the provincial government;
- To achieve co-ordinated provincial policies, strategies and programmes;
- To ensure the existence of governance conditions conducive to respect for human rights, promotion of science and technology, and conservation and management of cultural heritage resources;
- To realise enhanced government communication and governance, human resources development, state law advisory services and service delivery in and by the provincial administration;
- To have in place co-ordinated and aligned policies and plans of the three spheres of government and foreign governments and agencies;
- To achieve effectively monitored and evaluated government policies and programmes; and
- To have effective policy and regulatory oversight over the gambling, gaming and betting industry, ensuring that all revenue due to the provincial government is duly received.

Core functions

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

- To support the Premier as the head of provincial government and the Executive Council and its sub-structures, and ensure constitutional and legal compliance;
- To co-ordinate provincial policy and planning processes;
- To provide provincial leadership and inter-departmental co-ordination;
- To promote co-operative and good governance;
- To provide transversal support services for human resource management, communications, information technology, legal and macro policy advisory services; and
- To promote a culture of human rights consciousness and gender sensitivity across the province.

Legislative mandate

The Office of the Premier has a pivotal position in the KwaZulu-Natal provincial government. The department's key legislative mandates are derived mainly from the following legislation:

- Constitution of the Republic of South Africa, 1996 (schedules 4 and 5 and Chapters 6, 10 and 13)
- Public Service Act, 1994, as amended
- Public Service Regulations, 2001
- Public Finance Management Act, 1999, as amended and Treasury Regulations
- Preferential Procurement Policy Framework Act, 2000
- KZN Provincial Supply Chain Management Policy Framework, 2006
- KwaZulu-Natal Youth Commission Act, 2005

- KwaZulu-Natal Commissions Act, 1999
- KwaZulu-Natal Gambling Act, 1996, as amended
- KwaZulu-Natal Heritage Act, 1997
- Regulation of Racing and Betting Ordinance, 1957
- Labour Relations Act, 1995
- Employment Equity Act, 1998
- Basic Conditions of Employment Act, 1997
- Promotion of Access to Information Act, 2000
- Electronic Communications and Transactions Act, 2002
- State Information Technology Agency Act, 1999
- Promotion of Administrative Justice Act, 2000
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000
- Skills Development Act, 1998

2. Review of the 2010/11 financial year

Section 2 provides a review of 2010/11, outlining the main achievements and progress made by the department during the year, as well as giving a brief discussion on challenges and new developments.

Provincial Information Communication Technology

The Provincial Nerve Centre project is co-ordinated by the Office of the Premier and aims to provide a complete and comprehensive view of the delivery performance and effectiveness of public sector services.

The Nerve Centre has been developed in phases. The development milestones of Phase 1 of the project were completed in 2009/10 and signed-off. This phase included poverty modelling and a vast range of sector analysis, including the finalised socio-economic stance for KZN, creating a robust poverty watch for the province.

Phase 2, which includes a Project Management System (PMS) for the Premier's priority programme, the 'Flagship Programme', was initiated. The process evaluation of the Flagship Programme is now at an advanced stage. The automated system for capturing household data is being finalised. The KZN spatial perspective has been developed using the Provincial Multiple Index of Deprivation (used to quantify the nature and extent of deprivation at sub-national level, in order to accurately identify the most deprived areas) to obtain a baseline. This solution, providing household data and analysis of intervention mirroring the War on Poverty system by National Government, is at an advanced stage and will be operational with effect from February 2011.

2010 World Cup

The highlight of 2010/11 included a successful public mobilisation campaign during the 2010 World Cup. The campaign was aimed at ensuring that everybody played a meaningful role, and that communities understood that each and every citizen of this province was the host. The Community Mobilisation Campaign was facilitated through community event activations at schools, churches, shopping centres, taxi ranks, railway stations, beaches and other natural congregation points. International marketing efforts focused on portraying KZN as an attractive destination for tourists and investors alike.

The following were key achievements:

- KZN hosted five countries which established base camps in the province, namely Greece, Nigeria, Algeria, Cameroon and Paraguay;

- Twenty road shows were held for mass 2010 mobilisation;
- United Kingdom (UK), Nigeria, Ghana, Angola, Spain, Argentina, United States of America (USA) and Germany were visited as part of the integrated provincial tourism strategy and to portray a positive image of the province;
- The media and communications strategic plan was finalised and endorsed by the Provincial 2010 Political Oversight Committee; and
- Two road shows were held, as part of community buy-in, to create awareness on the economic benefits presented by the 2010 World Cup to the province.

International relations

The department was involved in strengthening international relations by promoting KZN as a preferred international destination and development partner. Extensive liaison was carried out, in collaboration with the Provincial 2010 Co-ordination office, to facilitate international interactions during the 2010 World Cup. Five pre-match functions were hosted for international guests, as well as a gala dinner for the diplomatic community, with a view to promoting KZN's trade and investment opportunities.

In line with the provincial international relations strategy, three co-operative arrangements were signed with the following international provinces:

- Queensland in Australia, with the focus on trade and investment, education and training, exchange of agricultural technology, natural disaster management training and exchange programmes, infrastructure development, climate change programmes, and cultural exchange;
- Benguela in Angola, with the focus on co-operative governance and urban development, agriculture and fisheries, economic development, transport, logistics and infrastructure, as well as sport, arts and culture; and
- Guangxi in China, with the focus on economy and trade, tourism, agriculture, education, arts and culture and the maritime field.

Protection of human rights

The department is driving a campaign to protect and generate respect for human rights by facilitating a massive education campaign, co-ordinating human rights issues and ensuring compliance with constitutional mandates.

The department works closely with district and local municipalities, municipal wards, civil society structures and all social formations that deal with gender equality, by co-ordinating and arranging capacity sessions on gender and development. Women's commemorative days, such as Women's Day, were observed by the department and the province as a whole in 2010/11. The Provincial Gender Profile will be finalised before the end of 2010/11.

The Office on the Status of Women (OSW) within the Office of the Premier used the Millennium Development Goals (poverty eradication, gender equality, economic development and universal primary education) as an inroad to implement the Beijing Platform for Action, an international instrument with 12 critical areas of intervention on women empowerment. Efforts were made to incorporate provincial priorities and to actively address issues outlined in South Africa's Women Empowerment and Gender Equality Policy Framework, while striving to reflect opinions and requests from a broad spectrum of society.

Public service transformation

In terms of public service transformation, five policy frameworks were developed and approved for use in provincial departments, namely Remunerative Work outside the Public Service, Transfer and Secondment, 2010 World Cup Soccer, Provincial PERSAL Policy and Acceptance of Gifts Policy.

In terms of skills planning, compliance and monitoring, 14 departments submitted their 2010/11 workplace skills plans and 2009/10 annual training reports. The Provincial Public Service Training

Academy, hereafter referred to as the Training Academy, compiled a report on priority, critical and scarce skills for the provincial administration, based on the information contained in the workplace skills plan.

The Human Resource Connect project, which is an electronic skills planning system developed by the Department of Public Service and Administration (DPSA), is currently being implemented within 14 provincial departments (excluding the Provincial Legislature and the Royal Household). The first six departments completed the project in February 2010 and the remaining eight departments completed the project in December 2010.

The province employed 617 interns in critical and scarce skills areas during 2010/11. The Training Academy completed the National Skills Fund (NSF) project which involved the training of 597 learners on apprenticeships, learnerships and skills programmes in the manufacturing and engineering, transport and logistics and construction sectors, including the National Youth Service (NYS) programmes.

Research and consultation on Knowledge Management commenced, with interactions with the Centre for Public Service Innovation and DPSA.

Identity of the province and heritage

The department continued its efforts to manage and promote awareness of cultural heritage resources in the province, particularly those which were previously marginalised. To this extent, the following objectives were met:

- Seven family genealogies were completed;
- Four missionaries were researched and Volume 1 of the research was completed;
- Heritage events were held to profile marginalised resources;
- The monitoring of various heritage prescripts was carefully monitored; and
- In addition, the department co-ordinated various events to commemorate 150 years since the arrival of the Indian indentured labours.

3. Outlook for the 2011/12 financial year

Section 3 looks at the key focus areas of 2011/12, outlining what the department is hoping to achieve during the year, as well as briefly looking at challenges and proposed new developments. In 2011/12 and over the medium-term, the department will focus on the following priorities in a co-ordinating capacity:

Youth Ambassadors programme

The department will continue with the roll-out of the Youth Ambassadors programme, which commenced in 2010/11, whereby the youth will continue to conduct provincial household surveys to profile the needs of the communities. These surveys will assist in determining the level of poverty, access to education, adequacy of housing, access to social services, among other things. Apart from the household surveys, the youth ambassadors will also assist in the mass implementation of other government programmes, such as awareness campaigns on HIV and AIDS, healthy lifestyle promotion, the “One home, One garden” and “Back to school” campaigns.

Provincial Planning Commission

The department will ensure the implementation and functioning of the Provincial Planning Commission (PPC), which has been established as per the announcement by the Premier during his State of the Province Address in 2010. The PPC will function similarly to the National Planning Commission announced by the President.

The functions of the PPC will be to make recommendations with respect to:

- A long-term strategic development perspective and vision of the province;
- Ensuring coherence in policy development and planning across the provincial government; and

- Strengthening performance monitoring and evaluation to enable assessment of the pace required to deliver on the desired outcomes.

Provincial Information Communication Technology

The infrastructure system of warehousing, database construction and roll-out of a performance management solution of the Nerve Centre will be completed. The Nerve Centre will allow for a fully fledged planning model. The reporting solution will be devised using Scorecarding, in the form of citizens' scorecards. A high level reporting system called the Premier's dashboard will highlight provincial performance on service access, quality and effectiveness, among other variables, using the outcomes based approach.

International relations

The department has adopted a work-stream approach to ensure that the province's global partnerships promise return on investment for both parties. Co-operative arrangements, established prior to 2009, will be reviewed by the sub-committee on Twinning Arrangements with a view to highlight those which are dormant and to look at innovative mechanisms to ensure concrete outcomes.

Since the hosting of the 2010 World Cup in KZN, incoming and outgoing visits are set to increase substantially as a result of extensive marketing campaigns. The countries targeted for visits in 2011/12 are the USA, Australia, Germany, Austria (Vienna), Belgium, India, Mozambique, China, Angola, Equatorial Guinea and Thailand.

Identity of the province and heritage

The department intends to adopt the following strategy in the fulfilment of its mandate of transforming the heritage industry in the province, namely:

- Highlight previously marginalised heritage resources by creating monuments and profiling previously neglected resources by means of properly planned heritage events.
- Conduct research on heritage policy planning and development in the following areas:
 - Liberation heritage route;
 - A further seven family genealogies and four missionaries will be researched, as part of the ongoing research; and
 - Development of Heritage regulations for the province.

Protection of human rights

The department will continue to drive a campaign to protect and generate respect for human rights, by facilitating a massive education campaign, co-ordinating human rights issues and ensuring compliance with constitutional mandates. The department will continue the process of forming partnerships with municipalities in this regard.

The Office on the Status of Women will continue to establish forums and arrange capacity building sessions with all stakeholders that deal with gender equality. Women's Empowerment projects will be co-ordinated and critical stakeholders will be capacitated on gender mainstreaming.

The Office on the Rights of Older Persons (OROP) will co-ordinate and arrange capacity sessions on administrative policies. The Active Ageing Campaign will be promoted throughout KZN and inter-generational programmes will be held through the Youth Ambassadors programme. Awareness will be created on diseases that are prevalent in senior citizens and measures to prevent or treat them.

The Office on the Rights of the Child (ORC) will continue to strengthen the Advisory Councils of Children in all levels of government. Cases reported will be responded to and managed effectively. Profiling of children in the province will be done in all district municipalities.

As part of the department's mandate to protect, promote, respect and fulfil human rights in the province, the focus is on taking human rights activism to local communities. The human rights education campaign will be driven at all community structures.

The Office on the Rights of Persons with Disabilities (ORPD) will establish forums and arrange capacity building sessions at district and local municipalities and wards to *isigodi* (village) level. It will also establish a Premier's Consultative Forum, and will implement the Provincial Disability Programme of Action that will be developed by the Premier's task team.

Public service transformation

The Training Academy will continue to focus on improving levels of compliance in terms of the workplace skills plans, quarterly and annual training reports, and the implementation of the Human Resource Development Strategic Framework Vision 2015. Steps will be taken to monitor the use of the HR Connect system in all provincial departments.

The strategy and structure of the Training Academy will be reviewed and aligned to the implementation plan of the Human Resource Development Strategic Framework and emerging imperatives such as the Single Public Service, Integrated Service Delivery and demands for training from local government and national government departments in the province.

The Training Academy will ensure that there is increased enrolment for leadership and management development programmes. The development of partnerships with other academies, Further Education and Training (FET) colleges and Higher Education institutions, involving the Department of Higher Education and Training, will be pursued. New training programmes will be developed, based on needs and requests from departments.

Plans and systems will be put in place to pilot e-learning. The Training Academy will strive to capacitate 6 000 public servants in 2011/12 on generic, transversal, leadership and management development programmes. Delivery capacity will be strengthened by appointing additional associate trainers and by mobilising experts.

4. Receipts and financing

4.1 Summary of receipts and financing

Table 1.1 gives the summary of funding for the Office of the Premier for the period 2007/08 to 2013/14.

Table 1.1: Summary of receipts and financing

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Provincial allocation	336 767	390 940	454 010	419 284	419 284	419 284	471 105	490 769	524 827
Total	336 767	390 940	454 010	419 284	419 284	419 284	471 105	490 769	524 827
Total payments	395 396	463 842	429 103	419 284	451 361	451 361	471 105	490 769	524 827
Surplus/(Deficit) before financing	(58 629)	(72 902)	24 907	-	(32 077)	(32 077)	-	-	-
Financing									
of which									
Provincial roll-overs	5 377	33 491	-	-	5 326	5 326	-	-	-
Provincial cash resources	48 929	35 706	(18 292)	-	26 751	26 751	-	-	-
Surplus/(deficit) after financing	(4 323)	(3 705)	6 615	-	-	-	-	-	-

The department over-spent its allocation in 2007/08 by R4.323 million, mainly due to youth activities and transversal communication projects, for which funds were not received from other provincial departments as anticipated.

In 2008/09, the department over-spent by R3.705 million as a result of a Women's Day celebration event which had to be reconvened, owing to damages caused by a natural disaster on the day of the event.

In 2009/10, the department under-spent its budget by R6.615 million, mainly due to a saving of R1.280 million in respect of a transfer payment to the KZN Gambling Board which was not made as the entity did not require the funds, and R3.283 million in respect of base camp and lobbying fees which were not paid in 2009/10 due to the late finalisation of the 2010 World Cup draw and confirmation of base camps. Also contributing to this under-spending is an amount of R2.043 million in respect of the War on

Poverty programme. The decrease from 2009/10 to 2010/11 relates to the movement of soccer development funds to the Department of Sport and Recreation.

The allocation increased by R32.077 million in the 2010/11 Adjusted Appropriation, due to the following adjustments:

- A roll-over of R5.326 million from 2009/10, comprising R3.283 million in respect of base camp lobbying and hosting fees and R2.043 million in respect of the War on Poverty programme.
- A reduction in budget of R3.249 million in respect of the in-year take-up of Policy on Incapacity Leave and Ill Health Retirement (PILIR) related cases, as the department only required R1.751 million of the R5 million allocated.
- An additional R10 million for the commemoration of 150 years of the arrival of Indian indentured labourers in KZN, whereby a monument and a remembrance wall will be erected to indicate the province's appreciation to the Indian community for the part they played in nation building.
- Additional funding of R20 million in respect of the roll-out of the Youth Ambassadors programme, which mainly relates to the provincial household surveys to be conducted to determine the level of poverty, access to education, adequacy of housing and access to social services, etc.

The increase over the 2011/12 MTEF is a result of additional funding for the PPC, the Provincial Nerve Centre, an increased allocation to be transferred to *Amafa aKwaZulu-Natali* for various heritage projects (including the operational costs of the *Emakhosini* Multi-Media Centre), the carry-through costs of the higher than anticipated 2010 wage agreement and carry-through costs of the allocation provided in the 2010/11 Adjusted Appropriation for the Youth Ambassadors programme.

The department is projecting to spend its full 2010/11 allocation and is showing steady growth over the 2011/12 MTEF period.

4.2 Departmental receipts

Table 1.2 below reflects details of departmental receipts per main category over the seven-year period: 2007/08 to 2013/14. Details of the department's revenue are reflected in *Annexure – Vote 1: Office of the Premier* and are discussed briefly below.

The Office of the Premier collects revenue mainly from casino taxes and levies, bookmakers' tax in respect of horse racing and gaming, and recoveries in respect of bookmakers' licence renewals. The two main sources of revenue fall under *Tax receipts*, namely *Casino taxes* and *Horse racing taxes*.

Table 1.2: Details of departmental receipts

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Tax receipts	283 521	333 013	325 541	340 623	340 623	340 623	366 605	384 935	406 106
Casino taxes	239 866	267 943	283 970	297 026	297 026	297 026	320 788	336 827	355 352
Horse racing taxes	43 655	65 070	41 571	43 597	43 597	43 597	45 817	48 108	50 754
Liquor licences	-	-	-	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-	-	-	-
Sale of goods and services other than capital assets	410	333	268	943	943	114	156	186	196
Transfers received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	7	5	14	-	-	9	-	-	-
Sale of capital assets	28	-	582	-	-	-	-	-	-
Transactions in financial assets and liabilities	69	69	78	-	-	375	-	-	-
Total	284 035	333 420	326 483	341 566	341 566	341 121	366 761	385 121	406 302

Casino taxes depicts revenue collected in accordance with the KZN Gambling Act, 1996, as amended. A dedicated unit was established within the KZN Gambling Board to address the issue of illegal gambling operators. As a result of the department's efforts in this regard, actual revenue collection in respect of *Casino taxes* reflects a significant increase from 2008/09 onward. The high revenue collection in 2009/10 is also due to the improved enforcement and surveillance of the operations of casinos in the province.

Horse racing taxes are collected in respect of horse racing and gaming, in terms of the Racing and Betting Ordinance, 1957. The increase in revenue collection and estimates from 2008/09 onward is mainly due to the following initiatives, which stimulated demand:

- Consolidation of the national tote, resulting in larger pools and increasing the loyalty of local punters;
- Improved programming and scheduling of racing events;
- Inclusion of sports betting;
- Increased betting on overseas racing; and
- Increased exporting of racing products.

The high revenue collection in 2008/09 against *Horse racing taxes* is mainly a result of the increased control measures and monitoring systems implemented by the KZN Gambling Board and an increase in consumer demand, which is difficult to predict. Further, an amount of R22 million was received from the Bookmakers' Control Committee in respect of revenue not paid over to the Provincial Revenue Fund by the entity, dating back to 1980, which was not included in the original projections. The revenue had to be paid over, as the entity is not listed as a Schedule 3 entity which can retain revenue. The department's revenue projections over the 2011/12 MTEF are conservative, due to the estimated effects of the recent economic recession. However, there may be additional revenue collected, arising from the increase in the Limited Payout Machines that are currently being rolled-out in the province, and this is reflected in the revenue figures for the 2011/12 MTEF period. Furthermore, there is a proposal to review all fees and taxes for 2011/12 which will lead to improved collection. With the enactment of the KZN Gaming and Betting Bill and the KZN Gaming and Tax Bill, the Bookmakers' Control Committee and KZN Gambling Board will be merged into the KZN Gambling and Bookmakers Board.

The revenue collected against *Sale of goods and services other than capital assets* in 2008/09 and in prior years is predominantly made up of housing rent and recoveries in respect of advertisements placed in the Government Gazette. The decrease from 2010/11 Revised Estimate and 2011/12 onwards is a result of the department no longer co-ordinating the publication of provincial Government Gazettes, due to the centralisation of all Government Gazette Notices by Government Printing Works. It must be noted that the department had inadvertently left the 2010/11 Main Appropriation unchanged even though the department was no longer collecting revenue relating to the publication of government gazettes. The revenue estimates for the 2011/12 MTEF consist primarily of bookmakers and turf clubs' licence renewals, as well as temporary licence fees in respect of temporary bookmaker licences issued to persons nominated by the licensed bookmakers to run such businesses temporarily on their behalf.

Sale of capital assets reflects high revenue collection in 2009/10 due to the sale of redundant vehicles in an auction.

The amounts against *Transactions in financial assets and liabilities* relate to recoveries for telephone expenses for previous financial years. The high revenue collection reflected in the 2010/11 Revised Estimate relates to a refund from a service provider on the cellphone expenditure due to changes in tariffs which were favourable to the department. This was after the department changed the service providers.

4.3 Donor funding and agency receipts

Tables 1.3 and 1.4 reflect details of donor funding and agency receipts for the period 2007/08 to 2013/14.

Table 1.3: Details of donor funding and agency receipts

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Donor funding	-	-	-	19 841	19 841	19 841	19 841	19 766	19 766
National Skills Fund	-	-	-	19 766	19 766	19 766	19 766	19 766	19 766
PSETA	-	-	-	75	75	75	75	-	-
Agency receipt	22 147	34 541	38 639	-	10 034	10 034	-	-	-
Department of Labour - Literacy Programme	22 147	34 541	38 639	-	10 034	10 034	-	-	-
Total	22 147	34 541	38 639	19 841	29 875	29 875	19 841	19 766	19 766

Table 1.4: Details of payments and estimates of donor funding and agency receipts

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Donor funding	-	-	-	19 841	19 841	19 841	19 841	19 766	19 766
National Skills Fund	-	-	-	19 766	19 766	19 766	19 766	19 766	19 766
PSETA	-	-	-	75	75	75	75	-	-
Agency receipt	-	61 200	23 457	-	10 034	10 034	-	-	-
Department of Labour - Literacy Programme	-	61 200	23 457	-	10 034	10 034	-	-	-
Total	-	61 200	23 457	19 841	29 875	29 875	19 841	19 766	19 766

The department received agency receipts of R95.327 million over the period 2007/08 to 2009/10 from the Department of Labour for the roll-out of a literacy programme, targeting illiterate adults in the province. The funding was utilised for the ABET/*Masifundisane* Literacy Programme, learnerships, apprenticeships and skills programmes, project management fees and contingency fees. The *Masifundisane* Literacy Programme, in terms of the project plan, was completed during 2009/10. The department is projecting to receive a further R10.034 million in respect of outstanding funds from the previous financial year. A total of 45 000 adult learners have been trained in communication and numeracy in the eThekweni Metro and Zululand District Municipality. A total of 597 unemployed youth were trained during 2008/09 and 2009/10 on construction skills programmes on the National Youth Service (NYS), manufacturing and engineering apprenticeships and professional driver learnerships.

The Office of the Premier, through the Training Academy, submitted a provincial funding proposal to the National Skills Fund (NSF) in April 2009. An amount of R79.062 million was allocated to fund the following learning programmes:

- Learnerships in the construction sector;
- Automotive apprenticeships;
- Manufacturing and engineering apprenticeships and learnerships;
- NYS skills programmes – Department of Public Works; and
- Expanded Public Works Programme (EPWP) learnerships.

The funds have been allocated over a period of four years, starting from 2010/11 and over the MTEF.

In addition, the department will also receive donor funding of R150 000 from the Public Sector Education and Training Authority (PSETA) for the development of a policy on accreditation, in 2010/11 and 2011/12.

5. Payment summary

This section provides information pertaining to the vote as a whole at an aggregated level, including payments and budgeted estimates by programmes and economic classification. Further details are given in Section 6 below, as well as in the *Annexure – Vote 1: Office of the Premier*.

5.1 Key assumptions

The following general assumptions were made by the department in formulating the 2011/12 budget:

- Provision was made for the carry-through costs of the 2010 wage agreement and an inflationary wage adjustment of 5.5 per cent for each of the three years of the 2011/12 MTEF.
- Provision was made for the R800 per month housing allowance for staff on levels 1 to 10 as per the 2010 wage agreement.
- All inflation related increases are based on headline CPI projections, and 2013/14 was calculated by adding a projected 5.5 per cent to 2012/13.

- The cost-cutting measures as defined in Provincial Treasury Circular PT (1) of 2010/11 (as reissued by the Provincial Treasury in 2011/12) will continue to be adhered to over the 2011/12 MTEF.
- Provision was made for the filling of vacant posts in terms of the new organisational structure. However, if the moratorium on the filling of non-critical posts is not lifted, these funds may be reallocated in the Adjustments Estimate process.

5.2 Additional allocations for the 2009/10 to 2011/12 MTEF

Table 1.5 shows additional funding received by the department over the three MTEF periods: 2009/10, 2010/11 and 2011/12. The purpose of this table is two-fold. Firstly, it shows the quantum of additional funding allocated to the department in the past and current MTEF periods. Secondly, it indicates the policies and purposes for which the additional funding was allocated. The table serves as a reminder of the number of new priorities that are funded on an annual basis.

The carry-through allocations for the 2009/10 MTEF period (i.e. for the financial years 2012/13 and 2013/14) are based on the incremental percentage used in the 2010/11 MTEF and 2011/12 MTEF. A similar approach was used for the carry-through allocations for the 2011/12 MTEF period.

Table 1.5: Summary of additional provincial allocations for 2009/10 to 2011/12 MTEF

R thousand	2009/10	2010/11	2011/12	2012/13	2013/14
2009/10 MTEF period	21 725	3 016	3 188	3 347	3 532
Amafa Multi-Media Centre	18 885	-	-	-	-
Carry-through of 2008/09 Adjustments Estimate - 2008 wage agreement	2 840	3 016	3 188	3 347	3 532
2010/11 MTEF period		(27 199)	(67 969)	(71 464)	(75 395)
Carry-through of 2009/10 Adjustments Estimate - 2009 wage agreement		3 773	4 217	4 666	4 923
Function shift: Museum services to Vote 15		(7 869)	(8 320)	(8 825)	(9 310)
Transfer of soccer development funds to Vote 16		(28 146)	(68 911)	(72 352)	(76 331)
Policy on Incapacity Leave and Ill Health Retirement (PILIR)		43	45	47	50
PILIR (provision for in-year take-up by departments)		5 000	5 000	5 000	5 275
2011/12 MTEF period			65 960	65 463	76 129
Provincial Planning Commission			9 000	10 000	11 000
Provincial Nerve Centre			30 000	24 500	31 700
Amafa - Heritage projects			2 505	3 830	3 998
Bursaries for disadvantaged students who have excelled in matric			2 000	2 000	2 000
Carry-through of 2010/11 Adjustments Estimate			22 702	25 449	27 833
2010 wage agreement			702	1 249	1 213
Youth ambassadors			22 000	24 200	26 620
National Cabinet decision to cut provinces by 0.3 per cent			(247)	(316)	(402)
Total	21 725	(24 183)	1 179	(2 654)	4 266

As reflected in Table 1.5 above, the department received additional allocations over the 2009/10 MTEF, being the carry-through costs of the higher than anticipated 2008 wage agreement and once-off funding in respect of the completion of the *Emakhosini* Multi-Media Centre, managed by *Amafa aKwaZulu-Natali*.

Additional funding was received in the 2010/11 MTEF, being the carry-through costs of the higher than anticipated 2009 wage agreement and the provision for the Policy on Incapacity Leave and Ill Health Retirement (PILIR). In addition to PILIR funding specific to the Office of the Premier, further allocation was made to cater for in-year distribution to departments, where the PILIR take-up rate is higher than estimated.

Offsetting this additional funding, is the reduction in the department's allocation over the 2010/11 MTEF as a result of the shifting of soccer development funds and the Museum Services function shift, where funds were moved to the Departments of Sport and Recreation and Arts and Culture.

The department's allocation was increased over the 2011/12 MTEF as a result of additional funding for the PPC, the Provincial Nerve Centre, for transfer to *Amafa aKwaZulu-Natali* for various heritage projects (including the operational costs of the *Emakhosini* Multi-Media Centre), the carry-through costs of the higher than anticipated 2010 wage agreement and carry-through costs of the additional funding in the 2010/11 Adjustments Estimate in respect of the Youth Ambassadors programme.

Also in the 2011/12 MTEF, National Cabinet took a decision to cut all national votes and the provincial equitable share by 0.3 per cent. The bulk of this equitable share reduction in KwaZulu-Natal was sourced by capping the interest on overdraft provision and by marginally decreasing the budgeted surplus of the province. The balance was sourced proportionately from all 16 provincial votes. The effect of this of the Office of the Premier is a reduction of R247 000, R316 000 and R402 000 over the 2011/12 MTEF.

The department also received additional funding of R2 million per year, over the MTEF, for the establishment of a bursary scheme for disadvantaged students who have excelled in matric.

5.3 Summary by programme and economic classification

Tables 1.6 and 1.7 below reflect summary of payments and estimates by programme and economic classification. The structure of the department consists of three programmes, in accordance with the uniform programme and budget structure developed for the sector.

The department started a process of revising the organisational structure in 2006/07 which was completed in 2009/10. As such, a number of components in the department were moved between programmes and new components were also created in line with the new organisational structure resulting in the movement of budget between programmes.

Table 1.6: Summary of payments and estimates by programme

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
1. Administration	76 752	67 418	99 859	103 167	111 804	111 804	121 888	128 825	135 737
2. Institutional Development	98 501	106 662	105 321	118 432	98 243	98 243	111 943	117 538	123 893
3. Policy and Governance	220 143	289 762	223 923	197 685	241 314	241 314	237 274	244 406	265 197
Total	395 396	463 842	429 103	419 284	451 361	451 361	471 105	490 769	524 827

Note: Programme 1 includes Premier's remuneration: Salary: R1 704 640

Table 1.7: Summary of payments and estimates by economic classification

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	335 676	375 175	363 022	372 796	400 530	400 395	415 193	433 530	463 778
Compensation of employees	88 620	96 631	110 668	132 253	124 476	124 341	146 787	155 444	163 967
Goods and services	247 056	278 544	252 354	240 543	276 054	276 054	268 406	278 086	299 811
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	39 407	82 509	52 937	38 465	41 797	41 906	44 616	47 942	50 426
Provinces and municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Departmental agencies and accounts	32 691	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078
Universities and technikons	-	-	-	-	-	-	2 000	2 000	2 000
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	350	85	-	-	-	-	-	-	-
Non-profit institutions	1 500	199	30	-	-	-	-	-	-
Households	535	2 093	1 095	1 777	5 109	5 218	1 222	1 278	1 348
Payments for capital assets	20 279	6 117	11 323	8 023	9 034	9 034	11 296	9 297	10 623
Buildings and other fixed structures	10 923	212	4 305	-	663	663	-	-	-
Machinery and equipment	5 120	5 643	7 009	7 741	8 041	7 911	5 596	3 797	4 623
Heritage assets	-	262	-	-	-	130	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	4 236	-	9	282	330	330	5 700	5 500	6 000
Payments for financial assets	34	41	1 821	-	-	26	-	-	-
Total	395 396	463 842	429 103	419 284	451 361	451 361	471 105	490 769	524 827

The spending against Programme 1: Administration in 2007/08 is higher than 2008/09, as it includes R3.300 million allocated to honour a once-off pension contribution for a previous Director-General for recognition of service in the former non-statutory forces, and a severance payment following the termination of the previous Director-General's employment contract. An amount of R8.813 million was also spent on the refurbishment of the Cabinet Office and security systems. These once-off allocations in 2007/08 account for the reduction in spending in 2008/09. The increase in 2009/10 provides for the newly created units such as the Security and Protocol Services unit, as well as additional staff under the

Premier's Support and Director-General Support sub-programmes. The increase in the 2010/11 Adjusted Appropriation is due to funds reprioritised from Programme 2 to Programme 1 to cater for the movement of Fraud and Risk Management functions from Programme 2, as well as the centralisation of administrative expenses such as telephones, cleaning services, maintenance and lease commitments within the Administrative and Auxiliary Services unit, in line with the restructuring of the department. The allocation for this programme was increased over the 2011/12 MTEF in respect of the carry-through of the above adjustments.

Programme 2: Institutional Development reflects a steady increase from 2007/08 to 2008/09, with a slight decrease in 2009/10 which is attributable to the implementation of cost-cutting measures. In the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF, funds were reprioritised to Programme 1 and Programme 3 to cater for functions that were shifted between the programmes in line with the revised organisational structure of the department. The 2010/11 Adjusted Appropriation was further reduced in respect of the in-year take-up of PILIR related cases, whereby only R1.751 million of the R5 million allocated was required for the remainder of the financial year. This programme grows steadily over the 2011/12 MTEF.

The increase in 2008/09 against Programme 3: Policy and Governance is attributed to a roll-over in respect of the *Emakhosini* Multi-Media Centre and additional funding of R28.613 million for the out-of-court settlement entered into by the KZN Gambling Board. The decline in from 2009/10 to the 2010/11 Main Appropriation is due to the reduction in the 2010 provincial strategy funding, as more funds were utilised during the build up to the 2010 World Cup in 2009/10.

The increase in the 2010/11 Adjusted Appropriation against Programme 3 is attributable to once-off additional funding for the commemoration of 150 years of the arrival of Indian indentured labourers in the province, as mentioned above, additional funding for the Youth Ambassadors programme, and the movement of the Community Outreach unit from Programme 2 as per the new organisational structure. The increase over the 2011/12 MTEF is due to additional funding for the operational costs of the *Emakhosini* Multi-Media Centre, the Provincial Planning Commission and the Nerve Centre, and the carry-through of additional funding for the roll-out of the Youth Ambassadors programme.

Compensation of employees reflects a steady increase from 2007/08 to the 2010/11 Main Appropriation. The decrease in the 2010/11 Adjusted Appropriation is due to the moratorium on filling of non-critical vacant posts and funds being moved to *Transfers and subsidies to: Households* to fund a severance package and retirement benefits for two retired senior officials. The increase from the 2010/11 Adjusted Appropriation to 2011/12 and over the MTEF relates to the planned filling of critical posts.

The spending against *Goods and services* in 2007/08 is primarily related to additional funding for the Training Academy, in-and-out-of-school soccer development, *izimbizo*, transversal HIV and AIDS functions, as well as additional funding for Human Rights and Youth projects. In addition, once-off funding was received in 2007/08 for the KZN 2010 World Cup Preliminary Draw and marketing strategy. The significant increase in 2008/09 is attributed to various Human Rights projects, Youth projects and various communication related projects that were undertaken. The department also received additional funds for the 2010 Provincial Strategy in 2009/10 and 2010/11.

The decrease against *Goods and services* in 2009/10 relates to the transfer of soccer development funds to the Department of Sport and Recreation. The significant increase in the 2010/11 Adjusted Appropriation is a result of once-off additional funding for the commemoration of 150 years of the arrival of Indian indentured labourers in the province and for the Youth Ambassadors programme. The substantial increase over the 2011/12 MTEF is due to additional funding for the PPC, the Provincial Nerve Centre and the carry-through of additional funding for the Youth Ambassadors programme, as explained above.

Transfers and subsidies to: Provinces and municipalities reflects a steady increase from 2007/08 to 2009/10. The funds allocated were for the transfer payment in respect of the transfer of Ulundi Airport to the Zululand District Municipality which ceased in 2009/10.

The high spending reflected against *Transfers and subsidies to: Departmental agencies and accounts* in 2008/09 includes the roll-over and additional funding in respect of the *Emakhosini* Multi-Media Centre.

These funds were transferred to *Amafa aKwaZulu-Natali*. Also included is once-off additional funding for an out-of-court settlement entered into by the KZN Gambling Board in respect of a dispute over the awarding of a route and site inspection surveillance contract. The reduction from 2009/10 to 2010/11 relates to the once-off additional funding allocated in 2009/10 for the completion of the *Emakhosini* Multi-Media Centre. The increase over the 2011/12 MTEF is due to additional funding for the operational costs of the *Emakhosini* Multi-Media Centre.

With regard to *Transfers and subsidies to: Non-profit institutions*, the 2007/08 amount includes various once-off sponsorships and donations made in line with the core functions and/or social responsibilities of the department. The decrease from 2007/08 to 2008/09 is attributable to once-off transfers made to HIV and AIDS non-profit institutions in 2007/08.

Transfers and subsidies to: Households reflects fluctuations due to the changes in the number of exiting staff from year to year. The significant increase in the 2010/11 Adjusted Appropriation is due to the payment of a severance package and retirement benefits for two retired senior officials. This category reflects a steady increase over the 2011/12 MTEF.

The high spending against *Buildings and other fixed structures* in 2007/08 can be ascribed to the renovations of the Provincial State Guest House and the rehabilitation and upgrading of the Training Academy which commenced in 2007/08. The amount reflected in 2009/10 relates to payments made to the Department of Public Works in respect of prior year inter-departmental accounts for infrastructure work done on the Telkom Building. The 2010/11 Adjusted Appropriation reflects an increase as a result of partitioning costs for office accommodation. No funding is allocated over the 2011/12 MTEF, as no capital renovations are planned.

The amount reflected against *Machinery and equipment* in 2007/08 includes the purchase of capital equipment for the Training Academy and replacement of official vehicles. The slight increase in 2008/09 relates to the purchase of office furniture and equipment for new officials in the department. The increase in 2009/10 also relates to the purchase of office furniture and equipment for new officials in the Premier Support unit, and for the improvement of the security system. The increase in the 2010/11 Adjusted Appropriation is due to the reprioritisation of funds for the purchase of essential office furniture and equipment for new appointments. The 2011/12 MTEF allocations will be used for the purchase of office furniture and equipment for new appointments, as well as the purchase of official vehicles.

The acquisition and development costs in respect of the Nerve Centre (SAS Business Intelligence System) accounts for the significant amounts reflected in 2007/08 against *Software and other intangible assets*. Build 1 of the system was implemented in 2008/09, and the significant increase over the 2011/12 MTEF is as a result of additional funding received for the Nerve Centre, as explained above. These funds have been partially allocated for the purchase of the required software.

5.4 Summary of payments and estimates by district municipal area

Table 1.8 summarises payments and estimates by district municipal area, excluding operational costs.

Table 1.8: Summary of payments and estimates by district municipal area

R thousand	Audited Outcome	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13	2013/14
eThekweni	21 609	22 597	25 102	26 293	27 739
Ugu					
uMgungundlovu	304 853	316 960	322 115	333 651	359 351
Uthukela					
Umzinyathi					
Amajuba					
Zululand	4 823	-	-	-	-
Umkhanyakude					
uThungulu					
Ilembe					
Sisonke					
Total	331 285	339 557	347 217	359 944	387 090

The department's service delivery takes place within the provincial government in the form of co-ordination and/or support activities, which are mostly centralised. Spending occurs mainly within the uMgungundlovu district municipal area, where the bulk of client departments' head offices are located.

The expenditure in the eThekweni Metro area is mainly due to the fact that the Training Academy is situated in this area. The spending in 2009/10 against the Zululand district municipal area relates to the transfer of the management and operations of the Ulundi Airport to the district municipality, which ceased in 2009/10.

5.5 Summary of conditional grant payments and estimates – Nil

5.6 Summary of infrastructure payments and estimates

Table 1.9 below summarises the infrastructure payments and estimates relating to the department.

Table 1.9: Summary of infrastructure payments and estimates

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2007/08	2008/09	2009/10	Appropriation	Appropriation	Estimate	2011/12	2012/13	2013/14
				2010/11					
New and replacement assets									
Existing infrastructure assets	11 623	4 876	6 698	700	2 663	2 663	1 905	2 185	2 305
Upgrades and additions									
Rehabilitation, renovations and refurbishments	10 923	212	4 305	-	663	663	-	-	-
Maintenance and repairs	700	4 664	2 393	700	2 000	2 000	1 905	2 185	2 305
Infrastructure transfers	-	-	-	-	-	-	-	-	-
Current									
Capital									
<i>Capital infrastructure</i>	<i>10 923</i>	<i>212</i>	<i>4 305</i>	<i>-</i>	<i>663</i>	<i>663</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Current infrastructure</i>	<i>700</i>	<i>4 664</i>	<i>2 393</i>	<i>700</i>	<i>2 000</i>	<i>2 000</i>	<i>1 905</i>	<i>2 185</i>	<i>2 305</i>
Total	11 623	4 876	6 698	700	2 663	2 663	1 905	2 185	2 305

The relatively high spending against *Rehabilitation, renovations and refurbishments* in 2007/08 relates to the renovation of the Provincial State Guest House, as well as the renovation of the former premises of the Durban Education College, which were secured for the Training Academy. The amount reflected in 2008/09 relates to the second phase of the refurbishment of the Training Academy, which was completed in 2008/09. The amount reflected in 2009/10 relates to payments made to the Department of Public Works in respect of prior year inter-departmental accounts relating to infrastructure work done. The 2010/11 Adjusted Appropriation reflects funding reprioritised for office partitioning costs, as well as minor renovations at Parkside, which is the Premier's Official residence. No funding has been allocated against *Rehabilitation, renovations and refurbishments* over the 2011/12 MTEF.

Current infrastructure relates to ongoing provision for infrastructure maintenance. The decrease in allocation from 2008/09 to 2010/11 is attributable to major maintenance work relating to the Telkom Building and the Training Academy building that took place in 2008/09 and 2009/10. The increase in the 2010/11 Adjusted Appropriation relates to the electrical upgrade and the maintenance of the air-conditioning system at the Training Academy. The allocation reflected over the 2011/12 MTEF period relates to routine maintenance work to be done at the Training Academy and administration offices.

5.7 Summary of Public Private Partnerships – Nil

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

The Office of the Premier exercises control over two public entities, namely the KZN Gambling Board and *Amafa aKwaZulu-Natali*. Table 1.10 below illustrates transfers made to the public entities over the seven-year period under review.

Financial summaries received from the KZN Gambling Board and *Amafa aKwaZulu-Natali* are presented in *Annexure – Vote 1: Office of the Premier*.

Table 1.10: Summary of departmental transfers to public entities listed in terms of Schedule 3 of the PFMA

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
KwaZulu-Natal Gambling Board	14 429	40 293	14 148	16 356	16 356	16 356	17 337	18 204	19 205
Amafa aKwaZulu-Natali	18 147	35 301	32 841	20 332	20 332	20 332	24 057	26 460	27 873
Total	32 576	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078

The main objective of the KZN Gambling Board is to ensure that all gambling authorised in terms of the KZN Gambling Act is conducted in a manner that promotes the integrity of the horse-racing, betting and gaming industry. In addition, the Board promotes the province's objective to develop the industry as a vehicle for the promotion of tourism, employment creation and economic development. It is noted that the new Act enacted in 2010/11 proposes the merger of the Gambling Board and the KZN Bookmaker's Control Committee, and the subsequent establishment of the KZN Gaming and Betting Board in 2011/12.

The notable increase in 2008/09 relates to a once-off allocation in respect of an out-of-court settlement reached following a legal dispute over the awarding of a tender for a route and site inspection surveillance contract.

Amafa aKwaZulu-Natali is responsible for administering heritage conservation on behalf of the provincial government. The main objective of this entity is to promote awareness of the significance and value of cultural heritage resources, while ensuring that cultural heritage management is integrated into economic, social and environmental activities in the province. Furthermore, the entity is responsible for supporting cultural tourism in the province, ensuring conservation and the management of the full diversity of cultural heritage resources, including the sustainable and equitable use thereof and public access thereto.

The high 2008/09 amount includes funds rolled over from 2007/08 to 2008/09 to fund commitments relating to the completion of the *Emakhosini* Multi-Media Centre. Additional funding of R18.885 million was received in 2009/10 in respect of the completion of the *Emakhosini* Multi-Media Centre. During the course of 2009/10, the transfer to *Amafa aKwaZulu-Natali* was reduced by R1.598 million, due to funds that were no longer required for the *Emakhosini* Multi-Media Centre.

Additional funding was received over the 2011/12 MTEF for various heritage projects (including the operational costs of the *Emakhosini* Multi-Media Centre).

5.9 Transfers to other entities

Table 1.11 below reflects departmental transfers to other entities.

Table 1.11: Summary of departmental transfers to other entities

R thousand	Sub-programme	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
		2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Ultimate exposure donation	1.1 Premier Support	-	85	-	-	-	-	-	-	-
Universities - Bursary scheme	2.1 Strat. Human Resources	-	-	-	-	-	-	2 000	2 000	2 000
Workmen's Compensation	2.1 Strat. Human Resources	115	-	-	-	-	-	-	-	-
Cecil Nurse (Pty) Ltd	3.1 Special Programmes	-	-	30	-	-	-	-	-	-
Centre of Hope	3.1 Special Programmes	125	-	-	-	-	-	-	-	-
Indumezulu Trust Fund	3.1 Special Programmes	-	100	-	-	-	-	-	-	-
KwaKristu Umsindisi HIV&AIDS & Pov. Allev.	3.1 Special Programmes	500	-	-	-	-	-	-	-	-
Nathi Lions FC	3.1 Special Programmes	-	99	-	-	-	-	-	-	-
Nurturing Orphans of AIDS for Humanity	3.1 Special Programmes	250	-	-	-	-	-	-	-	-
Sakhosizwe HIV&AIDS Hospice Assoc.	3.1 Special Programmes	450	-	-	-	-	-	-	-	-
Sensokuhle CBO Network	3.1 Special Programmes	175	-	-	-	-	-	-	-	-
YMCA World Assembly Council	3.1 Special Programmes	350	-	-	-	-	-	-	-	-
Total		1 965	284	30	-	-	-	2 000	2 000	2 000

In addition to payments towards Workmen's Compensation, the department made donations and sponsorships to various organisations in 2007/08, which were once-off in nature. The transfers reflected

in 2007/08 above were made to non-profit organisations in relation to the department's HIV and AIDS responsibility of educating and creating awareness.

The amounts reflected in 2008/09 relate to donations made to non-profit organisations. In 2009/10, a donation of R30 000 was made to *Nyonini Emnyama* Catholic Church in Zion towards the purchase of chairs, as pledged by the Premier. This amount is reflected under Cecil Nurse (Pty) Ltd, who were the suppliers of the chairs. The amounts in the 2011/12 MTEF relate to a bursary scheme established to provide assistance to disadvantaged students which excelled in matric.

5.10 Transfers to municipalities

Table 1.12 provides a summary of transfers to municipalities by category. The transfers reflected against category C relate to the transfer of the Ulundi Airport to the Zululand District Municipality, with the final payment made in 2009/10.

Table 1.12: Summary of departmental transfers to municipalities by category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Category A	-	-	-	-	-	-	-	-	-
Category B	-	-	-	-	-	-	-	-	-
Category C	4 331	4 538	4 823	-	-	-	-	-	-
Total	4 331	4 538	4 823	-	-	-	-	-	-

5.11 Transfers and subsidies

Table 1.13 below provides a summary of transfers by programme and main category over the seven-year period under review. As reflected in the table, the department made various transfers to entities under each programme.

Table 1.13: Summary of transfers and subsidies by programme and main category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
1. Administration	234	1 436	719	1 153	5 109	5 109	1 222	1 278	1 348
Public corporations and private enterprises	-	85	-	-	-	-	-	-	-
Donation to Ultimate Exposure	-	85	-	-	-	-	-	-	-
Households	234	1 351	719	1 153	5 109	5 109	1 222	1 278	1 348
Social benefits	234	1 351	719	1 153	5 109	5 109	1 222	1 278	1 348
2. Institutional Development	191	742	247	624	-	3	2 000	2 000	2 000
Departmental agencies and accounts	115	-	-	-	-	-	-	-	-
Workmen's Compensation	115	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	2 000	2 000	2 000
Bursary scheme	-	-	-	-	-	-	2 000	2 000	2 000
Households	76	742	247	624	-	3	-	-	-
Social benefits	76	742	247	624	-	3	-	-	-
3. Policy and Governance	38 982	80 331	51 971	36 688	36 688	36 794	41 394	44 664	47 078
Provinces and municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Zululand District Municipality - Ulundi Airport	4 331	4 538	4 823	-	-	-	-	-	-
Departmental agencies and accounts	32 576	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078
KZN Gambling Board	14 429	35 301	32 841	16 356	16 356	16 356	17 337	18 204	19 205
Amafa aKwaZulu-Natali	18 147	40 293	14 148	20 332	20 332	20 332	24 057	26 460	27 873
Public corporations and private enterprises	350	-	-	-	-	-	-	-	-
YMCA World Assembly Council	350	-	-	-	-	-	-	-	-
Non-profit institutions	1 500	199	30	-	-	-	-	-	-
Cecil Nurse (Pty) Ltd	-	-	30	-	-	-	-	-	-
HIV and AIDS (various)	1 500	-	-	-	-	-	-	-	-
Indumezulu Trust Fund	-	100	-	-	-	-	-	-	-
Nathi Lions FC	-	99	-	-	-	-	-	-	-
Households	225	-	129	-	-	106	-	-	-
Social benefits	225	-	129	-	-	106	-	-	-
Total	39 407	82 509	52 937	38 465	41 797	41 906	44 616	47 942	50 426

Programme 1: Administration mainly reflects transfers in respect of social benefits such as voluntary severance packages and leave gratuities paid to staff who exited the public service. There is a fluctuating trend due to the nature of these transfers. The spending against *Transfers and subsidies to: Public corporations and private enterprises* relates to a donation to Ultimate Exposure for a religious festival co-ordinated by this organisation.

Programme 2: Institutional Development also mainly reflects transfers in respect of social benefits, with some expenditure reflected against *Transfers and subsidies to: Departmental agencies and accounts* in respect of Workmen's Compensation paid in 2007/08.

Programme 3: Policy and Governance houses the bulk of the transfers' budget, including transfers to the two public entities, KZN Gambling Board and *Amafa aKwaZulu-Natali* as reflected against *Transfers and subsidies to: Departmental agencies and accounts*. In addition:

- The amounts against *Transfers and subsidies to: Provinces and municipalities* from 2007/08 to 2009/10 relate to the transfer of the management of Ulundi Airport to the Zululand District Municipality.
- The amounts against *Transfers and subsidies to: Non-profit institutions* relate to funding for the HIV and AIDS programmes run by non-profit organisations and donations made to other organisations, such as football clubs.
- The category *Transfers and subsidies to: Households* caters for severance packages for employees leaving the public service and other social benefits such as retirement packages.

6. Programme description

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

6.1 Programme 1: Administration

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

There are four sub-programmes supporting this programme, namely Premier Support, Executive Council Support, Director-General and Financial Management. The objectives are as follows:

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

Tables 1.14 and 1.15 below reflect a summary of payments and estimates relating to this programme, by sub-programme and economic classification, for the period 2007/08 to 2013/14.

Table 1.14: Summary of payments and estimates - Programme 1: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Premier Support	21 630	11 545	19 855	25 930	23 065	23 065	24 620	25 906	27 331
Executive Council Support	5 829	5 714	9 544	7 075	8 116	8 116	8 838	9 520	10 043
Director-General	12 423	17 271	15 646	23 435	23 823	23 823	21 743	23 102	24 373
Financial Management	36 870	32 888	54 814	46 727	56 800	56 800	66 687	70 297	73 990
Total	76 752	67 418	99 859	103 167	111 804	111 804	121 888	128 825	135 737

Table 1.15: Summary of payments and estimates by economic classification - Programme 1: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Current payments	70 137	63 412	90 857	97 979	101 983	101 976	119 952	126 976	133 787
Compensation of employees	29 829	30 657	35 894	53 070	47 860	47 853	60 293	64 120	67 542
Goods and services	40 308	32 755	54 963	44 909	54 123	54 123	59 659	62 856	66 245
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	234	1 436	719	1 153	5 109	5 109	1 222	1 278	1 348
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	85	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	234	1 351	719	1 153	5 109	5 109	1 222	1 278	1 348
Payments for capital assets	6 381	2 568	6 497	4 035	4 712	4 712	714	571	602
Buildings and other fixed structures	4 989	59	3 932	-	663	663	-	-	-
Machinery and equipment	1 380	2 509	2 565	4 035	4 049	4 049	714	571	602
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	12	-	-	-	-	-	-	-	-
Payments for financial assets	-	2	1 786	-	-	7	-	-	-
Total	76 752	67 418	99 859	103 167	111 804	111 804	121 888	128 825	135 737

The high spending against the sub-programme: Premier Support in 2007/08 was largely due to costs associated with various overseas visits by the Premier and the hosting of international delegates in order to promote sustainable economic development and job creation in KZN. These costs are partly offset by the re-alignment of the budget and post establishment structure of the sub-programme to comply with the Ministerial Handbook from 2007/08 onward in respect of *Compensation of employees*, which must only include the Premier and his advisors in the Premier Support sub-programme. As part of the re-alignment, the budget was moved to the sub-programme: Director-General from 2007/08 onward. The increase from 2008/09 to 2009/10 is attributed to the newly created Security and Protocol Services unit that was included within this sub-programme in terms of the restructuring. The decrease in the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF is as a result of the movement of Security and Protocol Services unit, which previously formed part of the Premier Support unit.

The fairly steady increase against the Executive Council Support sub-programme from 2007/08 onward is largely due to increased provision for secretarial services to the Executive Council and key provincial committees such as the Governance and Administration (G&A) cluster committee, economic cluster committee and technical committees. The increase from 2008/09 to 2009/10 relates to interdepartmental accounts that were paid to the Department of Public Works emanating from the previous financial year. The slight increase in the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF is as a result of the planned filling of critical vacant posts.

The budget for the Director-General sub-programme was adjusted upwards from 2007/08 onward, in line with the re-alignment of the structure for the Premier Support sub-programme, which was reduced to conform to the Ministerial Handbook. The substantial increase in 2008/09 is due to payments for prior year expenditure relating to lease commitments and travel and subsistence costs. The increase from 2008/09 to the 2010/11 Main Appropriation relates to the movement of the Security and Protocol Services unit to this sub-programme. The increase in the 2010/11 Adjusted Appropriation is attributable to funds rolled over from 2009/10 relating to the War on Poverty programme. These once-off funds were allocated to the Director-General sub-programme to cater for the launch of *Umbimbi* and the Reconciliation Ceremony. *Umbimbi* is a coalition of *amabutho* (traditional warriors) working with government to achieve full reconciliation in the uMgungundlovu district, which has a history of conflict, faction fights and political violence. These once-off funds account for the decrease from 2010/11 to 2011/12.

The Financial Management sub-programme reflects an increase from 2008/09 to 2009/10 due to the centralisation of administrative costs and lease commitments in 2009/10. The substantial increase in the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF is to cater for the newly created Fraud and Risk Management unit under the Financial Management sub-programme, in line with the finalised organisational structure of the department. Also included is funding for the filling of critical vacant posts.

The substantial increase against *Compensation of employees* from 2009/10 to the 2010/11 Main Appropriation is a result of the planned filling of the majority of the vacant posts in 2010/11, in line with the new organisational structure. It is envisaged that key positions will be filled over the 2011/12 MTEF, taking into consideration the terms of the Provincial Recovery Plan. *Compensation of employees* was adjusted downwards in the 2010/11 Adjusted Appropriation, as vacant posts were not filled as anticipated due to the moratorium on the filling of non-critical posts. Funds were moved from to *Good and services*, *Transfers and subsidies* and *Payments for capital assets* within Programme 1 to offset spending pressures such as security services, maintenance and cleaning commitments, and the payment of a severance package and retirement benefits for two retired senior officials. *Compensation of employees* reflects steady growth over the 2011/12 MTEF period.

The high expenditure against *Goods and services* in 2007/08 can largely be ascribed to spending pressures as a result of increased administrative costs and subsistence and travel costs pertaining to the Premier's international visits to promote the province. The increase from 2008/09 to 2009/10 is due to the creation of the Security and Protocol Services unit. The increase in the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF can be attributed to the centralisation of administrative costs, as mentioned above, as well as the strengthening of the security and protocol responsibility. *Goods and services* reflects a steady growth over the 2011/12 MTEF period.

The department made provision from 2007/08 to 2009/10 against *Transfers and subsidies to: Households* for unanticipated exits, voluntary severance packages and other terminations of service. The increase in the 2010/11 Adjusted Appropriation relates to the payment of a severance package and retirement benefits for two retired senior officials. The department has made provision over the 2011/12 MTEF for payments in respect of medical aid contributions for ex-parliamentarians (PARMED). However, the department has indicated its intention to shift functions relating to the administration of PARMED contributions to the Provincial Legislature. Funds will be shifted once the two parties have agreed on the shifting of functions.

The amount of R4.989 million reflected against *Buildings and other fixed structures* in 2007/08 relates to the refurbishment of the Telkom Building. The increase in 2009/10 is attributed to outstanding payments, from prior years, made to the Department of Public Works for work done at the Telkom Building. The increase in the 2010/11 Adjusted Appropriation is in respect of office partitioning at the Telkom Building, as well as minor renovations at Parkside (Premier's official residence) which were not originally budgeted for.

The spending against *Machinery and equipment* in 2007/08 relates to the purchase of additional official vehicles. The increase in 2009/10 is due to additional furniture and equipment purchased for the additional staff transferred to the Premier Support sub-programme. The substantial increase in 2010/11 is attributed to the provision for the purchase of additional vehicles. The allocation over the 2011/12 MTEF relates to the provision for the phasing in of the purchasing of furniture and equipment as a result of new appointments.

6.2 Programme 2: Institutional Development

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

- Providing transversal legal advisory and support services;
- Providing transversal human resource management and systems;
- Co-ordinating the holistic development of public servants as well as the citizenry of KZN in general;
- Providing strategic information communication technology, science and technology management, leadership and support; and
- Providing strategic communication leadership and support.

There are four sub-programmes supporting Programme 2, namely Strategic Human Resources, Information Communication Technology, Legal Services and Communication Services.

Tables 1.16 and 1.17 summarise payments and estimates relating to this programme, by sub-programme and economic classification, for the period 2007/08 to 2013/14.

Table 1.16: Summary of payments and estimates - Programme 2: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Strategic Human Resources	45 012	45 716	53 805	62 795	52 384	52 384	63 199	66 392	69 934
Information Communication Technology	18 231	22 697	21 489	24 058	21 031	21 031	23 263	24 417	25 760
Legal Services	7 182	7 727	8 772	7 915	9 030	9 030	9 423	9 975	10 524
Communication Services	28 076	30 522	21 255	23 664	15 798	15 798	16 058	16 754	17 675
Total	98 501	106 662	105 321	118 432	98 243	98 243	111 943	117 538	123 893

Table 1.17: Summary of payments and estimates by economic classification - Programme 2: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Current payments	85 726	103 003	101 313	114 185	94 818	94 796	108 353	113 812	120 072
Compensation of employees	36 390	41 144	48 668	50 156	45 350	45 328	51 767	54 616	57 620
Goods and services	49 336	61 859	52 645	64 029	49 468	49 468	56 586	59 196	62 452
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	191	742	247	624	-	3	2 000	2 000	2 000
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	115	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	2 000	2 000	2 000
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	76	742	247	624	-	3	-	-	-
Payments for capital assets	12 584	2 884	3 758	3 623	3 425	3 425	1 590	1 726	1 821
Buildings and other fixed structures	5 544	153	-	-	-	-	-	-	-
Machinery and equipment	2 851	2 731	3 749	3 341	3 095	3 095	1 590	1 726	1 821
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	4 189	-	9	282	330	330	-	-	-
Payments for financial assets	-	33	3	-	-	19	-	-	-
Total	98 501	106 662	105 321	118 432	98 243	98 243	111 943	117 538	123 893

Additional funding was allocated to the sub-programme: Strategic Human Resources from 2007/08 onward for the renovation and refurbishment of the Training Academy. The substantial decrease in the 2010/11 Adjusted Appropriation was due to the movement of the Service Delivery unit to Programme 3 during the restructuring process. The budget was also reduced in respect of the in-year take-up of PILIR related cases, whereby the funds that will not be utilised in 2010/11 were surrendered to the Provincial Revenue Fund, as the revised calculations indicated that only R1.751 million of the R5 million originally allocated will be required. The increase over the 2011/12 MTEF is attributed to the entire allocation being received for PILIR and funding allocated for the filling of various critical vacant posts.

The decrease in 2009/10 against the Information Communication Technology sub-programme is due to the shortfall in funding for the Nerve Centre which resulted in some activities being delayed. Additional funding was allocated to the Nerve Centre in 2008/09. The decrease in the 2010/11 Adjusted Appropriation can be ascribed to the movement of funds for the Nerve Centre to Programme 3: Provincial Policy Management, following a decision taken during the restructuring process.

The increase against the Legal Services sub-programme in the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF is due to additional funds made available, through reprioritisation from other sub-programmes, to cater for the shortfalls experienced by this sub-programme relating to the Occupation Specific Dispensation for legal advisors.

The significant increase in 2008/09 against the Communication Services sub-programme relates to costs associated with the communication campaigns. The 2009/10 and 2010/11 baselines are lower than

2008/09, as this included a once-off allocation of R5 million relating to the provincial anti-xenophobia campaign. The substantial decrease in the 2010/11 Adjusted Appropriation, as well as over the 2011/12 MTEF, is due to the movement of the Community Liaison unit to Programme 3 under the Premier's Priority Programme sub-programme, in line with the re-alignment process that was undertaken.

The department budgeted for the capacitation of units and the filling of key positions under *Compensation of employees* in 2010/11, but posts were not filled as anticipated. The 2010/11 Adjusted Appropriation was subsequently decreased and funds were reprioritised within the programme to cater for spending pressures in other areas, and also to other programmes in line with the restructuring process within the department. The increase from 2011/12 onward relates to the planned filling of critical vacant posts.

Goods and services reflects fluctuations over the period 2007/08 to 2010/11. The high spending in 2008/09 relates to a once-off allocation for the provincial anti-xenophobia campaign and various communication campaigns. The decrease in the 2010/11 Adjusted Appropriation is due to the movement of the Community Liaison unit to Programme 3, which resulted in funding for communication activities being moved.

The amounts of R2 million per year reflected against *Transfers and subsidies to: Universities and technikons* over the 2011/12 MTEF relate to the bursary scheme established to assist disadvantaged students who excelled in matric.

The high spending against *Buildings and other fixed structures* in 2007/08 is due to the refurbishment of the Training Academy which was completed in 2008/09.

The high spending against *Machinery and equipment* from 2007/08 to 2010/11 can be ascribed to the acquisition of office furniture and equipment in line with the recruitment plan. The increase in 2009/10 is a result of the purchase of office furniture and equipment for the newly leased office building. The department is planning to spend less on *Machinery and equipment* over the 2011/12 MTEF, due to the phasing in of the purchase of office furniture and equipment, in line with the filling of vacant posts.

The high spending against *Software and other intangible assets* in 2007/08 relates to the purchase of software for the Nerve Centre.

Service delivery measures – Programme 2: Institutional Development

Table 1.18 illustrates service delivery measures pertaining to Programme 2: Institutional Development. The service delivery outputs were revised in terms of the re-alignment and re-focus of the department. The outputs reflected contribute significantly towards meeting the department's strategic objectives. There are new performance indicators introduced in the 2011/12 MTEF and these have been indicated with the word 'new' in 2010/11.

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

Outputs	Performance indicators	Estimated performance		Medium-term targets	
		2010/11	2011/12	2012/13	2013/14
1. Strategic Human Resources					
1.1 To facilitate the transformation of the provincial govt. to be a professional, high performing, responsive, representative & non sexist Provincial Public Service	• No. of Human Resource (HR) policies approved by MexCo / Cabinet in the province	6	6	6	6
1.2 Capacitate public servants continuously through training courses	• No. of public servants capacitated	4 500	6 000	7 000	8 000
1.3 Enhance compliance with prescribed policy directives & determinations, & improve the quality of HR information in compliance with the National Minimum Information Requirements by submitting quarterly reports to G&A & Comm. of Heads of Depts (COHOD)	• No. of HR compliance reports	1	4	4	4

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

Outputs		Performance indicators	Estimated performance		Medium-term targets	
			2010/11	2011/12	2012/13	2013/14
1.4	To provide strategic leadership in the monitoring, evaluation, research & development of Strategic Human Resource Management policies, systems & best practices in the provincial govt.	• No. of fora held	26	26	26	26
1.5	To train provincial HR practitioners on HRM policy matters, as well as Office of The Premier (OTP) employees in line with the departmental skills development plan annually	• No. of HR practitioners & OTP staff capacitated	2 206	2 316	2 346	2 350
1.6	Implement national & provincial skills & Human Resource Development (HRD) strategies, policies & programmes continuously	• No. of HRD capacity building fora & workshops held	8	8	8	8
1.7	Develop provincial HRD strategies, frameworks, policies, programmes & best practices continuously	• No. of policies & strategies developed & approved	3 policies	3 policies	3 policies	3 policies
1.8	Implement learnerships, apprenticeships & skills programmes continuously	• No. of learnerships, apprenticeships, skills programmes & internships implemented	700	800	900	1 000
2. Information Communication Technology						
2.1	Provincial Nerve Centre	• Provide ICT support services to the nerve centre to ensure performance of the system	Provide ICT support services to the nerve centre to ensure performance of the system	Provide ICT support services to the nerve centre to ensure performance of the system	Provide ICT support services to the nerve centre to ensure performance of the system	Provide ICT support services to the nerve centre to ensure performance of the system
2.2	Provincial Government Information Technology Officers Council	• Revised provincial security policy	New	Revised provincial security policy	Annual review of security policy for its effectiveness	Annual review of security policy for its effectiveness
		• Revised provincial e-govt. strategy	New	Revised provincial e-govt. strategy	Review of provincial e-govt. strategy	Review of provincial e-govt. strategy
3. Legal Services						
3.1	To ensure that provincial laws comply with the Constitution & reflect policy (legal editing & certification of all provincial bills, proclamations & regulations; legal drafting of bills, proclamations, regulations & govt. notices for OTP)	• No. of provincial laws (bills, proclamations & regulations) certified	10	10	10	10
3.2	To monitor the implementation of legislation falling within provincial competence	• Full implementation of, & compliance with, all laws by all provincial depts. by 31 March 2015	New	Co-ordination & facilitation of audit of all laws administered by the respective provincial depts. completed by 31 March 2012	Co-ordination & facilitation of legal compliance audit of all laws administered by the respective provincial depts. to commence	Co-ordination & facilitation of legal compliance audit of all laws administered by the respective provincial depts. by 31 March 2014
4. Communication Services						
4.1	Popularise the govt. Programme of Action 2009/10 & mobilise communities to participate in the implementation of the programme especially in relation to the five priorities in line with the Provincial Communication Strategy, annually	• Implementation of Provincial Communication Strategy	Revised Provincial Communication Strategy has been presented to Cabinet	Implementation of the Provincial Communication Strategy	Monitor & evaluate strategy	Review of strategy

6.3 Programme 3: Policy and Governance

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

- To capacitate the provincial government and administration on governance and public policy management;

- To manage and co-ordinate strategic projects as mandated by the Premier and the Provincial Executive Council;
- To promote and co-ordinate human rights programmes in KZN;
- To promote and co-ordinate the mainstreaming of human rights in public policy and planning processes in the provincial administration;
- To co-ordinate the implementation of gender equality programmes;
- To conserve, manage and promote awareness of the cultural heritage resources of KZN;
- To promote, facilitate and spread the acquisition and application of scientific knowledge in KZN;
- To ensure a regulated gambling, gaming and betting industry;
- To ensure a co-ordinated approach with respect to provincial policy management;
- To co-ordinate and implement a comprehensive response to the socio-economic impact of HIV and AIDS;
- To ensure successful implementation of priority socio-economic programmes and projects in KZN;
- To ensure the effectiveness of policy, planning and programme interventions through evaluation of strategic policy outcomes; and
- To design and utilise a functional monitoring and evaluation system for the provincial government and administration and local government.

Six sub-programmes support this programme, namely Special Programmes, Intergovernmental Relations, Provincial Policy Management, Premier's Priority Programmes, Heritage and Provincial 2010 Co-ordination. Tables 1.19 and 1.20 below provide a summary of payments and estimates for these six sub-programmes for the period 2007/08 to 2013/14.

Table 1.19: Summary of payments and estimates - Programme 3: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Special Programmes	41 524	58 501	42 067	41 623	87 128	87 128	60 628	63 782	67 290
Intergovernmental Relations	5 591	7 116	5 266	3 545	4 658	4 658	4 745	5 032	5 309
Provincial Policy Management	7 783	23 102	17 742	21 087	17 349	17 349	57 405	54 397	63 691
Premier's Priority Programmes	22 189	55 267	43 045	31 144	23 624	23 624	52 670	56 268	60 452
Heritage	66 800	81 358	61 738	55 940	60 926	60 926	61 826	64 927	68 455
Provincial 2010 Co-ordination	76 256	64 418	54 065	44 346	47 629	47 629	-	-	-
Total	220 143	289 762	223 923	197 685	241 314	241 314	237 274	244 406	265 197

Table 1.20: Summary of payments and estimates by economic classification - Programme 3: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Current payments	179 813	208 760	170 852	160 632	203 729	203 623	186 888	192 742	209 919
Compensation of employees	22 401	24 830	26 106	29 027	31 266	31 160	34 727	36 708	38 805
Goods and services	157 412	183 930	144 746	131 605	172 463	172 463	152 161	156 034	171 114
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	38 982	80 331	51 971	36 688	36 688	36 794	41 394	44 664	47 078
Provinces and municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Departmental agencies and accounts	32 576	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	350	-	-	-	-	-	-	-	-
Non-profit institutions	1 500	199	30	-	-	-	-	-	-
Households	225	-	129	-	-	106	-	-	-
Payments for capital assets	1 314	665	1 068	365	897	897	8 992	7 000	8 200
Buildings and other fixed structures	390	-	373	-	-	-	-	-	-
Machinery and equipment	889	403	695	365	897	767	3 292	1 500	2 200
Heritage assets	-	262	-	-	-	130	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	35	-	-	-	-	-	5 700	5 500	6 000
Payments for financial assets	34	6	32	-	-	-	-	-	-
Total	220 143	289 762	223 923	197 685	241 314	241 314	237 274	244 406	265 197

The significant increase against the Special Programmes sub-programme in 2008/09 relates to the Human Rights activities undertaken, such as the 16 Days of Activism campaign and the Child Protection Week. The decrease reflected in 2009/10 is attributable to cost-cutting and the effort by the department to spend within budget. The substantial increase in the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF is attributed to the HIV and AIDS and Gaming and Betting units that were moved to this sub-programme during the restructuring process that took place in 2009/10.

The increase against the Intergovernmental Relations sub-programme in 2008/09 is due to an increase in international visits that were undertaken by the Premier to promote KZN as an investment destination. The increase in the 2010/11 Adjusted Appropriation and over the 2011/12 MTEF is attributed to the movement of staff to this sub-programme during the restructuring process that took place in 2009/10.

The increase in 2008/09 against the Provincial Policy Management sub-programme relates to increased spending for the SAS Business Intelligence System relating to licence and maintenance fees for the Nerve Centre. A reduction is reflected in the 2010/11 Adjusted Appropriation as a result of the movement of the HIV and AIDS responsibility to the sub-programme: Special Programmes. The substantial growth over the 2011/12 MTEF is due to the phasing in of the implementation of the provincial Monitoring and Evaluation System (SAS Business Intelligence System) and additional funding for the Provincial Planning Commission and the Nerve Centre.

The substantial increase in 2008/09 against the sub-programme: Premier's Priority Programmes was largely due to funding received for an out-of-court settlement entered into by the KZN Gambling Board. The funding allocated for transfer to Zululand District Municipality in respect of the transfer of Ulundi Airport ended in 2009/10, contributing to the decline from 2010/11 onward. The decrease in the 2010/11 Adjusted Appropriation is attributed to the movement of the Gaming and Betting unit to the Special Programmes sub-programme. The substantial increase over the 2011/12 MTEF is in respect of additional funding for the roll-out of the Youth Ambassadors programme which mainly relates to the provincial household surveys to be conducted to determine the level of poverty, access to education, adequacy of housing and access to social services.

The sub-programme: Heritage increases substantially in 2008/09, due to a roll-over from 2007/08 in respect of the construction of the *Emakhosini* Multi-Media Centre by *Amafa aKwaZulu-Natali*. The spending in 2009/10 includes the once-off additional allocation of R18.885 million for the construction of the *Emakhosini* Multi-Media Centre. The increase in the 2010/11 Adjusted Appropriation is attributed to additional once-off funding for the commemoration of 150 years of the arrival of Indian indentured labourers in the province. These funds will be used to erect a monument and remembrance wall in the province to indicate the province's appreciation to the Indian community for the part they have played in nation building. The increase reflected over the 2011/12 MTEF is due to additional funding for operational costs of the *Emakhosini* Multi-Media Centre.

The high spending against the sub-programme: Provincial 2010 Co-ordination in 2007/08 was largely due to additional funding for the KZN 2010 World Cup Preliminary Draw and marketing strategy of the province. The spending in 2009/10 against the Provincial 2010 Co-ordination sub-programme relates to the marketing of the 2010 World Cup and also the establishment of the soccer academy in the province. The substantial decrease from 2009/10 to 2010/11 is due to the shifting of soccer development funds to the Department of Sport and Recreation. No funding has been allocated over the 2011/12 MTEF as the 2010 World Cup has been hosted and no additional costs are to be incurred in the future.

Compensation of employees increased in the 2010/11 Adjusted Appropriation due to shifting of funds from *Goods and services* to cover costs of officials that were incorrectly placed on PERSAL in respect of the Provincial 2010 Co-ordination unit. There is a constant growth over the 2011/12 MTEF period.

Goods and services reflects a significant increase from 2007/08 to 2008/09 due to additional funding for Heritage and soccer development, respectively. The substantial decrease from 2009/10 to the 2010/11 Main Appropriation against *Goods and services* can be ascribed to the shifting of soccer development funds to the Department of Sport and Recreation. The significant increase in the 2010/11 Adjusted Appropriation relates to once-off additional funding for commemoration of 150 years of the arrival of

Indian indentured labourers in the province, as well as funding for the roll-out of the Youth Ambassadors programme. The allocation over the 2011/12 MTEF includes the carry-through of additional funding for the Youth Ambassadors programme, as well as additional funding for the Provincial Planning Commission and the Nerve Centre.

The spending against *Transfers and subsidies to: Provinces and municipalities* from 2007/08 to 2009/10 relates to the transfers to the Zululand District Municipality in respect of the Ulundi Airport, whereby the operations and management functions were transferred in April 2007 and the payments ceased in 2009/10.

The additional allocation for the KZN Gambling Board, and the increase in the transfer to *Amafa aKwaZulu-Natali* to cover operational expenditure, account for the increase in *Transfers and subsidies to: Departmental agencies and accounts* from 2008/09 onward. The high expenditure in 2008/09 includes a roll-over in respect of the *Emakhosini* Multi-Media Centre and funding for an out-of-court settlement entered into by the KZN Gambling Board. The allocation in 2009/10 includes additional funding for the completion of the *Emakhosini* Multi-Media Centre.

The high spending in 2007/08 against *Transfers and subsidies to: Non-profit institutions* relates to transfers to various non-profit organisations dealing with HIV and AIDS, and the decrease from 2008/09 to 2009/10 is due to a once-off donation to Nathi Lions FC.

The spending against *Buildings and other fixed structures* in 2007/08 can be attributed to the refurbishment of the Provincial State Guest House, and spending in 2009/10 was for the construction of heritage monuments commemorating former dignitaries.

The decrease against *Machinery and equipment* from 2007/08 to 2008/09 is attributable to the phasing in of the purchase of office furniture and computer equipment. The increase in 2009/10 relates to the purchase of office furniture and computer equipment for the additional staff appointed under the Premier's Support sub-programme. The allocation in the 2010/11 Adjusted Appropriation was increased to fund the purchase of office furniture and equipment for newly appointed staff.

The substantial increase against *Software and other intangible assets* over the 2011/12 MTEF is as a result of the additional funding received for the Nerve Centre.

Service delivery measures – Programme 3: Policy and Governance

Table 1.21 below provides information on the service delivery measures pertaining to Programme 3.

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

Outputs	Performance indicators	Estimated performance				Medium-term targets	
		2010/11	2011/12	2012/13	2013/14	2012/13	2013/14
1. Special Programmes							
1.1 Research & mainstreaming of human rights (women, persons with disabilities, children & senior citizens) into govt. programmes & policies	• No. of workshops conducted & reports on mainstreaming human rights transcripts by the chief directorate	7 workshops held	7 workshops held	7 workshops held	7 workshops held		
1.2 Co-ordinate capacity building sessions by arranging & facilitating training on women, persons with disabilities, children & senior citizens	• No. of provincial GDCSC programmes rolled out by the chief directorate	Crafting of consolidated provincial implementation plan in line with flagship programme	Plan implemented & monitored quarterly	Plan implemented & monitored quarterly	Plan implemented & monitored quarterly		
1.3 Raising awareness about vulnerable groups related issues, as well as advocating & lobbying on human rights (women, persons with disabilities, children & senior citizens)	• No. of awareness campaigns conducted	Information packs will be reviewed & be distributed	Campaigns conducted in rural areas	Campaigns conducted in rural areas	Campaigns conducted in rural areas		
1.4 Co-ordination of programmes & monitoring of implementation of human rights frameworks into govt. programmes & policies	• No. of cases solved/attended to	Co-ordinate & monitor the human rights violation programmes	Cases monitored weekly, monthly & quarterly	Cases monitored weekly, monthly & quarterly	Cases monitored weekly, monthly & quarterly		

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

Outputs	Performance indicators	Estimated performance		Medium-term targets		
		2010/11	2011/12	2012/13	2013/14	
1.5	The promulgation of the Gaming & Betting Act The publication of regulations under the Gaming & Betting Act	<ul style="list-style-type: none"> As determined via the process of legal certification, consistency with the Constitution, the National Gambling Act, 2004 & other relevant laws; internal consistency Indicator - certificate issued by State Law Advisory Services 	<p>KZN Gaming & Betting Act promulgated</p> <p>Merging of KZN Bookmakers Control Committee to form Gaming & Betting Board</p> <p>Regulations made under the KZN Gaming & Betting Act published</p>	<p>Full implementation of Gaming & Betting Act</p> <p>Regulations fully implemented</p>	<p>Gaming & Betting Act reviewed</p> <p>Regulations reviewed</p>	<p>n/a</p> <p>n/a</p>
1.6	Percentage change in total revenue collected from gambling operators, year-on-year	<ul style="list-style-type: none"> % change in total revenue collected from gambling operators, year-on-year 	R349 112 000 (7.7% increase on 2009/10)	R374 580 000 (7.3% increase on 2010/11)	R393 309 000 (5% increase on 2011/12)	R412 974 000 (5% increase on 2012/13)
2. Intergovernmental Relations (IGR)						
2.1	To provide support to the Director-General (DG) & Premier with inter-sphere relations & forum (Provincial & National)	<ul style="list-style-type: none"> Co-ordinate the international relations policy processes e.g. framework, workshops, clusters, speeches, financial input [MTEF, APP, Annual Report, etc], as IGR structures & IGR relations, quarterly & annually 	Comprehensive review of co-operative arrangements	Consolidation of projects with existing partners	Consolidation of projects with existing partners	Implementation of new co-operative arrangements strategy
2.2	Provide technical & strategic secretariat support to Provincial Co-ordinating Forum (PCF), COHOD, Technical Provincial Co-ordinating Forum (TPCF) as well as involvement in Cabinet Clusters & other technical structures, quarterly & annually	<ul style="list-style-type: none"> Facilitate the promotion of KZN internationally, in conjunction with role players such as TIKZN, Tourism KZN, Ezemvelo Wildlife & the Provincial 2010 Co-ordinator, annually 	Develop an international marketing strategy	Co-ordination & facilitation of promotional events & enhance economic diplomacy	Co-ordination & facilitation of promotional events & enhance economic diplomacy	Co-ordination & facilitation of promotional events & enhance economic diplomacy
2.3	Provide research & analytical support to the DG & Premier to effectively co-ordinate IGR, such as the development of briefing notes/executive summaries on agenda items for national & provincial fora monthly	<ul style="list-style-type: none"> Function as Foreign Affairs Office for the province as official liaison, contact point & co-ordinators of visits to & from KZN 	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy
2.4	Provide IGR guidance & advice on dispute resolution & other related IGR matters, annually	<ul style="list-style-type: none"> Negotiate, conclude & service of provincial co-operative arrangements for KZN 	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy	Co-ordination & facilitation of visits supporting provincial priorities & economic diplomacy
3. Provincial Policy Management						
3.1	To organise, conduct & facilitate five training & development workshops & train senior public officials in the areas governance, public policy management & strategic management	<ul style="list-style-type: none"> No. of policy & strategic training & development workshops conducted 	350	370	390	450
3.2	Gather & distribute policy, governance & strategic management-relevant data for provincial govt. use continuously	<ul style="list-style-type: none"> Frequency & level of acceptability & no. of technical policy & strategic support & advisory services rendered to OTP, depts., municipalities, HODs, DG, senior managers & officials 	Bi-weekly, monthly & quarterly. Based on the request submitted to the unit	Bi-weekly, monthly & quarterly. Based on the request submitted to the unit	Bi-weekly, monthly & quarterly. Based on the request submitted to the unit	Bi-weekly, monthly & quarterly. Based on the request submitted to the unit
3.3	Provide technical public policy & strategic management advisory support services to DG, OTP, provincial depts., HODs, municipalities & senior managers continuously	<ul style="list-style-type: none"> No. of policy & strategic mechanisms for cross-cutting provincial programmes co-ordination 	Inputs from three clusters were incorporated into the two draft PGDS & provincial policy & planning system	Adoption of the policy & planning system & PGDS	Implementation of policy & planning system & PGDS	Review of policy & planning system & PGDS
3.4	Provide technical public policy & strategic management advisory support services to OTP, provincial depts., DG, HODs, municipalities & senior managers continuously	<ul style="list-style-type: none"> Proportion of policy & strategic relevant data & information gathered & available on gender, age, groups & developments in all sectors of the economy, demography, technological advancement at local, district, provincial & national spheres of govt. 	Weekly, bi-weekly, quarterly & annually	Weekly, bi-weekly, quarterly & annually	Weekly, bi-weekly, quarterly & annually	Weekly, bi-weekly, quarterly & annually

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

Table 1.2.1: Service delivery measures – Programme 3: Policy and Governance						
Outputs		Performance indicators	Estimated performance		Medium-term targets	
			2010/11	2011/12	2012/13	2013/14
3.5	To co-ordinate development planning programmes & development of long term vision & plans	<ul style="list-style-type: none">No. of co-ordinated development planning programmes	1	2	2	2
3.6	To facilitate engagement & broader consultation with key stakeholders, private sector & all spheres of govt. annually	<ul style="list-style-type: none">No. of consultation meetings & public hearings	2	4	4	4
3.7	To review the provincial growth & development strategy & provincial skills development strategy annually	<ul style="list-style-type: none">Consensus based on provincial growth & development strategic intervention	Reviewed draft PGDS & provincial policy & planning system	Adoption of the policy & planning system & PGDS	Implementation of policy & planning system & PGDS	Review of policy & planning system & PGDS
3.8	To review provincial spatial economic development strategy annually	<ul style="list-style-type: none">Comprehensive & usable spatially referenced provincial economic development strategy	Reviewed draft Provincial Spatial Economic Development Framework (PSEDF) & provincial policy & planning system	Adoption of the policy planning system & PSEDF	Implementation of policy planning system & PSEDF	Review of policy planning system & PSEDF
3.9	To conduct research annually on development planning & development programmes	<ul style="list-style-type: none">No. of research programmes co-ordinated by the PPC	2	2	2	3
3.10	To establish & implement a fully functional, integrated, province-wide govt. monitoring & evaluation system	<ul style="list-style-type: none">Functionally operational province-wide govt. monitoring & evaluation system by 2014	50% of provincial & local govt. organisations linked to Business Intelligence System	4 KZN Programme of Action (POA) progress reports	100% compliance to the KZN regulatory plan	M&E system review
		<ul style="list-style-type: none">No. of public sector officials trained in monitoring & evaluation by 2014	200	50	25	25
3.11	To monitor & evaluate the development effectiveness of the province using the KZN Integrated POA	<ul style="list-style-type: none">No. of provincial quarterly reports compiled on the 12 outcomes (POA)	4	4	4	4
3.12	To develop & implement M&E capacity in KZN	<ul style="list-style-type: none">No. of delivery implementation plans monitored by the clusters	12	12	12	12
3.13	To promote the use of Provincial Nerve Centre as a knowledge management repository to influence executive decision making	<ul style="list-style-type: none">No. of provincial depts. linked to the Nerve Centre	35%	5%	5%	5%
		<ul style="list-style-type: none">Mid-year review tracking provincial growth towards 3% economic growth & halving poverty by 2014	4 analytical reviews	4 analytical reviews	4 analytical reviews	4 analytical reviews
3.14	Ensure that the Provincial Multi-Sectoral HIV & AIDS Strategy is well co-ordinated, implemented & monitored in KZN	<ul style="list-style-type: none">Co-ordinate awareness & prevention campaigns, in line with the approved HIV & AIDS & health calendar annually	Annual review of Provincial Multi-Sectoral Plan for HIV & AIDS	Development of the new strategy based on reviews done by 30 December 2012	Provincial Multi-Sectoral Plan for HIV, AIDS, STI & TB 2012-2017 developed & implemented by all sectors	Continuous improvements based on effective co-ordination, monitoring & evaluation by 31 March 2014
			Continuous improvements based on effective monitoring & evaluation by 31 March 2011	Collation of quarterly reports	Annual review of the Provincial Multi-Sectoral Plan for HIV & AIDS.	Collation of quarterly reports
3.15	Ensure that provincial, district & local AIDS councils are effective & functional by 2014	<ul style="list-style-type: none">Participation & involvement of all stakeholders & sectors of society in multi-sectoral response to HIV & AIDS	3 meetings of the provincial council on AIDS	3 meetings of the provincial council on AIDS	3 meetings of the provincial council on AIDS	3 meetings of the provincial council on AIDS
			Remaining 10% of municipalities supported to establish local AIDS Councils	n/a	n/a	n/a
			Technical support for functioning of District Aids Councils (DACs) & Local Aids Councils (LACs)	Technical support for the functioning of the DACs & LAC	Technical support for the functioning of the DACs & LAC	Technical support for the functioning of the DACs & LAC
			Supporting the establishment of 60 Wards AIDS Committees	Supporting the establishment of 150 Wards AIDS Committees	Supporting the establishment of 300 Wards AIDS Committees	Supporting the establishment of 450 Wards AIDS Committees
			Capacitate districts on M&E	Capacitate districts on M&E	n/a	n/a

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

Outputs	Performance indicators	Estimated performance	Medium-term targets			
			2010/11	2011/12	2012/13	2013/14
4. Premier's Priority Programmes						
4.1	To ensure the existence of governance conditions conducive to respect for human rights, the promotion of science & technology, & the conservation & management of cultural heritage resources	<ul style="list-style-type: none"> No. of fully functional planned & formalised engagements 	n/a	2 business & labour engagements 2 Non-Govt. Organisations (NGO) & Community Based Organisations (CBO) engagements 4 provincial stakeholder management forum 2 religious sector engagements 2 Traditional Leadership engagements Strategic plan sessions 4 outreach consolidate partnership	2 business & labour engagements 2 NGO & CBO engagements 4 provincial stakeholder management forum 2 religious sector engagements 2 Traditional Leadership engagements Strategic plan sessions 4 outreach consolidate partnership	2 business & labour engagements 2 NGO & CBO engagements 4 provincial stakeholder management forum 2 religious sector engagements 2 Traditional Leadership engagements Strategic plan sessions 4 outreach consolidate partnership
4.2	To facilitate & co-ordinate the African Peer Review Mechanism (APRM) project by providing a framework for self-assessment, dialogue & the sharing of information & common experiences, the APRM seeks to encourage responsible leadership	<ul style="list-style-type: none"> No. of APRM Consultative Conference & APRM Reports 	One Consultative Conference & one APRM Report	Annual review	Annual review	Annual review
4.3	To facilitate & co-ordinate skills training for ex-combatants by the uMgungundlovu FET College with the Dept of Education	<ul style="list-style-type: none"> No. of ex-combatants trained 	Training of 100 ex-combatants	Training of 100 ex-combatants	Training of 100 ex-combatants	Training of 100 ex-combatants
4.4	To facilitate, co-ordinate & monitor the Flagship Programme/ War on Poverty by profiling households in the "most deprived wards", to capture the data on the National Integrated Social Information System (NISIS) for referrals by depts. & to subsequently intervene	<ul style="list-style-type: none"> No. of households profiled & number of interventions applied 	500 master trainers identified & trained on household profiling 5 000 cadres trained on household profiling 80 000 households profiled 60 000 captured on NISIS 60 000 referrals NISIS (interventions)	Annual review	Annual review	Annual review
4.5	Co-ordinate & plan Presidential, Premier & Sectoral izimbizo	<ul style="list-style-type: none"> No. of izimbizo annually 	2	2	2	2
4.6	Facilitate & co-ordinate the Moral Regeneration programme	<ul style="list-style-type: none"> No. of workshops on Moral Regeneration Movement (MRM) programme 	2	2	2	2
5. Heritage						
5.1	To co-ordinate the profiling of previously marginalised heritage resources through events	<ul style="list-style-type: none"> Identification of events & dates on time 	8 events	11 events	12 events	15 events
5.2	To conduct research on heritage resources & erect monuments	<ul style="list-style-type: none"> Volume 2 of missionaries & volume 1 of Liberation Route 	4 missionaries	Literature reviews 2 missionaries	4 missionaries & volume 1 of Liberation Heritage Route	4 missionaries & volume 2 of Missionaries
5.3	Develop relevant heritage policies & regulations	<ul style="list-style-type: none"> Draft of regulations 	New	Copy of draft regulations	Identify policy gaps in heritage management	Identify policy gaps in heritage management
5.4	To provide effective monitoring & oversight to the operations of the heritage authority	<ul style="list-style-type: none"> Receipt of business plans on time 	New	1 Heritage authority in place	Properly functioning entity	Properly functioning entity

7. Other programme information

7.1 Personnel numbers and costs

Tables 1.22 and 1.23 reflect the personnel estimates for the Office of the Premier, per programme, as well as a further breakdown of categories of personnel, as at 31 March 2008 to 31 March 2014. The Finance component incorporates financial and management accounting services, supply chain management and auxiliary and associated services.

The re-aligned organisational structure was approved during 2009/10. The personnel numbers for 2010/11 and the 2011/12 MTEF show a department that is better capacitated. Although the recruitment process started in 2007/08, not all key vacancies were filled as anticipated. A minor increase in the number of staff as at 31 March 2009 to 31 March 2010 is noted and this is attributable to the moratorium on the filling of non-critical vacant posts.

Table 1.22: Personnel numbers and costs per programme

	As at 31 March 2008	As at 31 March 2009	As at 31 March 2010	As at 31 March 2011	As at 31 March 2012	As at 31 March 2013	As at 31 March 2014
Personnel numbers							
1. Administration	133	119	125	128	153	153	153
1. Institutional Development	109	129	123	140	149	149	149
3. Policy and Governance	78	74	80	87	93	93	93
Total	320	322	328	355	395	395	395
Total personnel cost (R thousand)	88 620	96 631	110 668	124 341	146 787	155 444	163 967
Unit cost (R thousand)	277	300	337	350	372	394	415

Table 1.23: Details of departmental personnel numbers and costs

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Total for department									
Personnel numbers (head count)	320	322	328	388	355	355	395	395	395
Personnel cost (R thousand)	88 620	96 631	110 668	132 253	124 476	124 341	146 787	155 444	163 967
Human resources component									
Personnel numbers (head count)	18	20	23	25	26	26	27	27	27
Personnel cost (R thousand)	3 124	3 342	3 543	3 809	4 805	4 805	5 280	5 570	5 876
Head count as % of total for department	5.63	6.21	7.01	6.44	7.32	7.32	6.84	6.84	6.84
Personnel cost as % of total for department	3.53	3.46	3.20	2.88	3.86	3.86	3.60	3.58	3.58
Finance component									
Personnel numbers (head count)	67	79	91	95	99	99	105	105	105
Personnel cost (R thousand)	11 720	13 451	17 818	19 381	20 781	20 781	24 924	26 295	27 741
Head count as % of total for department	20.94	24.53	27.74	24.48	27.89	27.89	26.58	26.58	26.58
Personnel cost as % of total for department	13.23	13.92	16.10	14.65	16.69	16.71	16.98	16.92	16.92
Full time workers									
Personnel numbers (head count)	295	297	313	366	333	333	379	379	379
Personnel cost (R thousand)	78 178	85 877	104 615	123 888	116 111	115 976	139 895	148 173	156 296
Head count as % of total for department	92.19	92.24	95.43	94.33	93.80	93.80	95.95	95.95	95.95
Personnel cost as % of total for department	88.22	88.87	94.53	93.68	93.28	93.27	95.30	95.32	95.32
Part-time workers									
Personnel numbers (head count)	-	-	-	-	-	-	-	-	-
Personnel cost (R thousand)	-	-	-	-	-	-	-	-	-
Head count as % of total for department	-	-	-	-	-	-	-	-	-
Personnel cost as % of total for department	-	-	-	-	-	-	-	-	-
Contract workers									
Personnel numbers (head count)	25	25	15	22	22	22	16	16	16
Personnel cost (R thousand)	10 442	10 754	6 053	8 365	8 365	8 365	6 892	7 271	7 671
Head count as % of total for department	7.81	7.76	4.57	5.67	6.20	6.20	4.05	4.05	4.05
Personnel cost as % of total for department	11.78	11.13	5.47	6.32	6.72	6.73	4.70	4.68	4.68

Contract employees consist of the Premier's special advisors, as well as other employees employed on a contractual basis, including personnel required for special programmes.

There is a reduction reflected in the 2010/11 Adjusted Appropriation due to delays in the filling of vacant posts and also the effect of the moratorium in terms of the Treasury Circular PT (1) of 2010/11. The department anticipates filling critical vacant posts over the 2011/12 MTEF. This also corresponds with the increase in the allocation for *Compensation of employees* over the period.

7.2 Training

Tables 1.24 and 1.25 reflect payments and estimates on training per programme, providing actual and estimated expenditure on training for the period 2007/08 to 2010/11 and budgeted expenditure for the period 2011/12 to 2013/14. The budget increases steadily over the 2011/12 MTEF, as it is deemed necessary to train new appointees, as well as to develop and re-skill existing staff in line with the revised strategies of the department, where appropriate. The cost-cutting measures implemented had an impact on training in 2009/10 as many employees did not attend credit-bearing courses (skills programmes). The increase reflected in 2010/11 and over the 2011/12 MTEF is due to increased number of training programmes scheduled.

Table 1.24: Payments and estimates on training

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
1. Administration	227	607	138	702	480	480	-	-	-
2. Institutional Development	717	641	982	916	1 323	1 323	1 430	1 509	1 592
3. Policy and Governance	1 335	1 142	148	2 859	3 060	3 060	2 334	2 509	2 647
Total	2 279	2 390	1 268	4 477	4 863	4 863	3 764	4 018	4 239

Table 1.25: Information on training

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Number of staff	320	322	328	388	355	355	395	395	395
Number of personnel trained	11	317	178	210	225	225	130	150	170
of which									
Male	5	128	69	86	90	90	50	60	70
Female	6	189	109	124	135	135	80	90	100
Number of training opportunities	32	39	192	210	212	212	160	175	190
of which									
Tertiary	20	22	-	-	-	-	-	-	-
Workshops	3	5	12	10	12	12	50	60	60
Seminars	-	-	8	15	15	15	20	25	30
Other	9	12	172	185	185	185	90	90	100
Number of bursaries offered	11	56	45	30	30	30	24	24	24
External									
Internal	11	56	45	30	30	30	24	24	24
Number of interns appointed	11	24	22	24	24	24	24	24	24
Number of learnerships appointed									
Number of days spent on training									

It must be noted that, due to the effects of the cost-cutting exercise, there were no tertiary training opportunities provided to the employees in 2009/10 and 2010/11. The number of other training opportunities increase from 2008/09 to 2010/11 due to the appointment of the Skills Development Facilitator who ensured that training gaps identified in the Personal Development Plans were dealt with, resulting in increased training opportunities.

ANNEXURE – VOTE 1: OFFICE OF THE PREMIER

Table 1.A: Details of departmental receipts

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2007/08	2008/09	2009/10	Appropriation	Appropriation	Estimate	2011/12	2012/13	2013/14
Tax receipts	283 521	333 013	325 541	340 623	340 623	340 623	366 605	384 935	406 106
Casino taxes	239 866	267 943	283 970	297 026	297 026	297 026	320 788	336 827	355 352
Horse racing taxes	43 655	65 070	41 571	43 597	43 597	43 597	45 817	48 108	50 754
Liquor licences									
Motor vehicle licences									
Sale of goods and services other than capital assets	410	333	268	943	943	114	156	186	196
Sale of goods and services produced by dept. (excl. capital assets)	410	333	268	943	943	114	156	186	196
Sales by market establishments									
Administrative fees									
Other sales	410	333	268	943	943	114	156	186	196
Of which									
Bookmakers licences	134	16	12	15	15	15	16	24	25
Housing rent recoveries	113	99	141	118	118	15	41	49	52
Serv rend: Commission Insurance	48	54	70	75	75	75	77	85	89
Sales: Dept publications	115	164	45	735	735	9	22	28	30
Sale of scrap, waste, arms and other used current goods (excluding capital assets)									
Transfers received from:	-	-	-	-	-	-	-	-	-
Other governmental units									
Universities and technikons									
Foreign governments									
International organisations									
Public corporations and private enterprises									
Households and non-profit institutions									
Fines, penalties and forfeits									
Interest, dividends and rent on land	7	5	14	-	-	9	-	-	-
Interest	7	5	14	-	-	9	-	-	-
Dividends									
Rent on land									
Sale of capital assets	28	-	582	-	-	-	-	-	-
Land and subsoil assets									
Other capital assets	28	-	582	-	-	-	-	-	-
Transactions in financial assets and liabilities	69	69	78	-	-	375	-	-	-
Total	284 035	333 420	326 483	341 566	341 566	341 121	366 761	385 121	406 302

Table 1.B: Details of payments and estimates by economic classification

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2007/08	2008/09	2009/10	Appropriation	Appropriation	Estimate	2011/12	2012/13	2013/14
Current payments	335 676	375 175	363 022	372 796	400 530	400 395	415 193	433 530	463 778
Compensation of employees	88 620	96 631	110 668	132 253	124 476	124 341	146 787	155 444	163 967
Salaries and wages	76 913	83 569	98 884	113 899	106 857	106 726	126 646	134 173	141 526
Social contributions	11 707	13 062	11 784	18 354	17 619	17 615	20 141	21 271	22 441
Goods and services	247 056	278 544	252 354	240 543	276 054	276 054	268 406	278 086	299 811
of which									
Administrative fees	49	1 826	2 642	16 190	5 108	5 108	1 776	1 934	2 041
Advertising	35 242	40 901	29 424	25 782	25 795	25 795	13 367	13 436	14 174
Assets <R5000	1 384	2 709	795	3 086	3 509	3 509	3 208	2 741	2 892
Audit cost: External	1 304	1 597	2 420	2 000	2 000	2 000	2 730	2 855	3 012
Bursaries (employees)	120	124	382	270	270	270	-	-	-
Catering: Departmental activities	15 235	15 641	13 254	12 715	17 308	17 308	17 710	19 541	20 619
Communication	7 967	14 188	11 173	8 783	9 720	9 720	14 374	15 726	16 591
Computer services	4 057	19 450	8 488	8 741	9 020	9 020	18 759	25 855	27 557
Cons/prof: Business & advisory services	90 147	49 118	34 889	26 080	24 894	24 894	26 103	24 183	25 514
Cons/prof: Infrastructure & planning	-	-	-	-	-	-	4 250	5 383	5 992
Cons/prof: Laboratory services	-	-	-	-	-	-	-	-	-
Cons/prof: Legal cost	279	1 446	713	513	863	863	94	97	102
Contractors	3 729	54 384	71 690	47 833	80 266	80 266	31 161	31 702	33 376
Agency & support/outsourced services	3 810	5 882	481	2 278	1 851	1 851	33 330	31 765	38 828
Entertainment	151	105	3	80	100	100	108	120	127
Fleet services (incl. GMT)	-	2	-	-	100	100	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	214	776	1 227	1 286	1 286	1 322	1 421	1 499
Inventory: Fuel, oil and gas	-	75	24	349	211	211	44	48	51
Inventory: Learner and teacher supp material	-	-	-	-	-	-	-	-	-
Inventory: Raw materials	-	514	387	674	691	691	239	162	171
Inventory: Medical supplies	-	-	14	92	137	137	54	59	62
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Military stores	-	-	-	-	-	-	-	-	-
Inventory: Other consumables	66	621	268	572	656	656	3 343	3 706	4 058
Inventory: Stationery and printing	6 807	8 045	7 483	8 811	8 964	8 964	13 090	14 161	15 092
Lease payments (incl. operating, excl. fin)	1 631	2 233	12 377	8 874	12 355	12 355	15 112	10 831	11 427
Property payments	3 911	2 853	11 456	7 352	7 991	7 991	8 088	8 397	8 859
Transport provided: Departmental activity	8 889	8 147	3 878	7 069	8 149	8 149	19 918	20 397	21 753
Travel and subsistence	32 897	29 090	22 871	27 989	31 317	31 317	20 662	22 870	24 177
Training and development	2 279	2 390	1 268	4 477	4 863	4 863	3 764	4 018	4 239
Operating expenditure	1 370	3 671	603	3 530	3 436	3 436	2 967	3 050	3 220
Venues and facilities	25 732	13 318	14 595	15 176	15 194	15 194	12 833	13 628	14 378
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to	39 407	82 509	52 937	38 465	41 797	41 906	44 616	47 942	50 426
Provinces and municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-
Municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	32 691	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078
Social security funds	90	-	-	-	-	-	-	-	-
Entities receiving funds	32 601	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078
Universities and technikons	-	-	-	-	-	-	2 000	2 000	2 000
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	350	85	-	-	-	-	-	-	-
Public corporations	-	85	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	85	-	-	-	-	-	-	-
Private enterprises	350	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	350	-	-	-	-	-	-	-	-
Non-profit institutions	1 500	199	30	-	-	-	-	-	-
Households	535	2 093	1 095	1 777	5 109	5 218	1 222	1 278	1 348
Social benefits	-	-	-	-	-	-	-	-	-
Other transfers to households	535	2 093	1 095	1 777	5 109	5 218	1 222	1 278	1 348
Payments for capital assets	20 279	6 117	11 323	8 023	9 034	9 034	11 296	9 297	10 623
Buildings and other fixed structures	10 923	212	4 305	-	663	663	-	-	-
Buildings	10 910	212	4 305	-	663	663	-	-	-
Other fixed structures	13	-	-	-	-	-	-	-	-
Machinery and equipment	5 120	5 643	7 009	7 741	8 041	7 911	5 596	3 797	4 623
Transport equipment	1 738	1 474	1 120	2 500	2 500	2 500	-	-	-
Other machinery and equipment	3 382	4 169	5 889	5 241	5 541	5 411	5 596	3 797	4 623
Heritage assets	-	262	-	-	-	130	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	4 236	-	9	282	330	330	5 700	5 500	6 000
Payments for financial assets	34	41	1 821	-	-	26	-	-	-
Total	395 396	463 842	429 103	419 284	451 361	451 361	471 105	490 769	524 827

Table 1.C: Details of payments and estimates by economic classification - Programme 1: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	70 137	63 412	90 857	97 979	101 983	101 976	119 952	126 976	133 787
Compensation of employees	29 829	30 657	35 894	53 070	47 860	47 853	60 293	64 120	67 542
Salaries and wages	24 364	26 513	31 946	45 640	41 064	41 057	50 988	54 299	57 181
Social contributions	5 465	4 144	3 948	7 430	6 796	6 796	9 305	9 821	10 361
Goods and services	40 308	32 755	54 963	44 909	54 123	54 123	59 659	62 856	66 245
of which									
Administrative fees	-	1 032	1 103	1 110	985	985	831	864	912
Advertising	797	1 671	3 785	3 055	2 733	2 733	1 092	1 065	1 123
Assets <R5000	265	1 584	233	792	844	844	1 472	1 259	1 328
Audit cost: External	1 177	1 597	2 420	2 000	2 000	2 000	2 730	2 855	3 012
Bursaries (employees)	20	-	-	-	-	-	-	-	-
Catering: Departmental activities	1 354	415	1 975	2 115	4 434	4 434	2 786	3 243	3 421
Communication	7 594	6 713	3 423	2 402	3 337	3 337	4 302	4 744	5 005
Computer services	51	60	45	36	56	56	45	30	32
Cons/prof: Business & advisory services	4 010	2 483	8 614	3 550	4 453	4 453	4 057	4 295	4 531
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	16	1 190	(26)	-	500	500	-	-	-
Contractors	2 534	4 155	7 034	5 662	6 299	6 299	8 837	8 872	9 291
Agency & support/outourced services	1 969	798	144	794	304	304	3 660	3 770	3 978
Entertainment	-	-	3	15	35	35	-	-	-
Fleet services (incl. GMT)	-	2	-	-	100	100	-	-	-
Housing									
Inventory: Food and food supplies	-	49	153	307	332	332	365	403	425
Inventory: Fuel, oil and gas	-	75	24	349	211	211	44	48	51
Inventory: Learner and teacher supp material									
Inventory: Raw materials	-	231	281	358	359	359	74	88	93
Inventory: Medical supplies	-	-	14	15	20	20	44	54	57
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	18	158	230	281	297	297	257	302	319
Inventory: Stationery and printing	2 230	1 398	2 820	3 145	2 507	2 507	3 310	3 731	3 936
Lease payments (incl. operating, excl. fin)	770	1 033	7 326	3 359	6 774	6 774	9 017	9 493	10 015
Property payments	3 438	1 237	8 190	4 833	4 172	4 172	4 936	5 165	5 449
Transport provided: Departmental activity	8	36	119	30	530	530	590	605	638
Travel and subsistence	11 200	5 747	4 677	7 238	10 070	10 070	9 234	9 997	10 547
Training and development	227	607	138	702	480	480	-	-	-
Operating expenditure	292	153	27	29	18	18	28	30	32
Venues and facilities	2 338	331	2 211	2 732	2 273	2 273	1 948	1 943	2 050
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest									
Rent on land									
Transfers and subsidies to	234	1 436	719	1 153	5 109	5 109	1 222	1 278	1 348
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds									
Entities receiving funds									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises	-	85	-	-	-	-	-	-	-
Public corporations	-	85	-	-	-	-	-	-	-
Subsidies on production									
Other transfers	-	85	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	234	1 351	719	1 153	5 109	5 109	1 222	1 278	1 348
Social benefits									
Other transfers to households	234	1 351	719	1 153	5 109	5 109	1 222	1 278	1 348
Payments for capital assets	6 381	2 568	6 497	4 035	4 712	4 712	714	571	602
Buildings and other fixed structures	4 989	59	3 932	-	663	663	-	-	-
Buildings	4 989	59	3 932	-	663	663	-	-	-
Other fixed structures									
Machinery and equipment	1 380	2 509	2 565	4 035	4 049	4 049	714	571	602
Transport equipment	685	974	1 120	2 500	2 500	2 500	-	-	-
Other machinery and equipment	695	1 535	1 445	1 535	1 549	1 549	714	571	602
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	12	-	-	-	-	-	-	-	-
Payments for financial assets	-	2	1 786	-	-	7	-	-	-
Total	76 752	67 418	99 859	103 167	111 804	111 804	121 888	128 825	135 737

Table 1.D: Details of payments and estimates by economic classification - Programme 2: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Current payments	85 726	103 003	101 313	114 185	94 818	94 796	108 353	113 812	120 072
Compensation of employees	36 390	41 144	48 668	50 156	45 350	45 328	51 767	54 616	57 620
Salaries and wages	32 393	35 590	43 509	43 586	39 092	39 074	45 146	47 605	50 223
Social contributions	3 997	5 554	5 159	6 570	6 258	6 254	6 621	7 011	7 397
Goods and services	49 336	61 859	52 645	64 029	49 468	49 468	56 586	59 196	62 452
of which									
Administrative fees	10	275	517	8 073	244	244	248	294	310
Advertising	9 958	9 376	5 082	5 245	5 644	5 644	4 767	4 731	4 991
Assets <R5000	629	526	487	1 094	1 120	1 120	1 118	1 136	1 199
Audit cost: External									
Bursaries (employees)	100	124	380	170	170	170	-	-	-
Catering: Departmental activities	5 303	4 529	2 021	1 080	992	992	877	908	958
Communication	317	2 435	5 921	5 191	5 193	5 193	6 476	7 045	7 433
Computer services	4 004	19 278	8 374	8 695	8 954	8 954	11 685	16 310	17 207
Cons/prof: Business & advisory services	7 722	4 019	5 221	7 974	2 767	2 767	4 999	5 280	5 571
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	263	114	148	263	213	213	94	97	102
Contractors	745	1 870	6 502	9 017	7 371	7 371	9 537	10 313	10 880
Agency & support/outourced services	583	847	158	50	50	50	420	490	517
Entertainment	127	20	-	-	-	-	-	-	-
Fleet services (incl. GMT)									
Housing									
Inventory: Food and food supplies	-	49	108	95	105	105	90	113	119
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher supp material									
Inventory: Raw materials	-	27	24	212	212	212	140	45	48
Inventory: Medical supplies	-	-	-	10	10	10	2	3	3
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	-	419	38	144	147	147	41	44	46
Inventory: Stationery and printing	2 900	2 638	1 714	2 588	2 391	2 391	2 167	2 408	2 540
Lease payments (incl. operating, excl. fin)	597	689	4 642	5 150	5 109	5 109	5 511	748	789
Property payments	271	1 562	3 000	2 435	3 735	3 735	3 152	3 232	3 410
Transport provided: Departmental activity	1 498	1 540	707	154	60	60	5	8	8
Travel and subsistence	7 219	5 740	3 787	3 206	2 722	2 722	2 646	2 925	3 086
Training and development	717	641	982	916	1 323	1 323	1 430	1 509	1 592
Operating expenditure	403	625	130	560	560	560	531	545	575
Venues and facilities	5 970	4 516	2 702	1 707	376	376	650	1 012	1 068
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest									
Rent on land									
Transfers and subsidies to	191	742	247	624	-	3	2 000	2 000	2 000
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts	115	-	-	-	-	-	-	-	-
Social security funds	90	-	-	-	-	-	-	-	-
Entities receiving funds	25	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	2 000	2 000	2 000
Foreign governments and international organisations									
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production									
Other transfers									
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	76	742	247	624	-	3	-	-	-
Social benefits									
Other transfers to households	76	742	247	624	-	3	-	-	-
Payments for capital assets	12 584	2 884	3 758	3 623	3 425	3 425	1 590	1 726	1 821
Buildings and other fixed structures	5 544	153	-	-	-	-	-	-	-
Buildings	5 544	153	-	-	-	-	-	-	-
Other fixed structures									
Machinery and equipment	2 851	2 731	3 749	3 341	3 095	3 095	1 590	1 726	1 821
Transport equipment	1 053	500	-	-	-	-	-	-	-
Other machinery and equipment	1 798	2 231	3 749	3 341	3 095	3 095	1 590	1 726	1 821
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	4 189	-	9	282	330	330	-	-	-
Payments for financial assets	-	33	3	-	-	19	-	-	-
Total	98 501	106 662	105 321	118 432	98 243	98 243	111 943	117 538	123 893

Table 1.E: Details of payments and estimates by economic classification - Programme 3: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
Current payments	179 813	208 760	170 852	160 632	203 729	203 623	186 888	192 742	209 919
Compensation of employees	22 401	24 830	26 106	29 027	31 266	31 160	34 727	36 708	38 805
Salaries and wages	20 156	21 466	23 429	24 673	26 701	26 595	30 512	32 269	34 122
Social contributions	2 245	3 364	2 677	4 354	4 565	4 565	4 215	4 439	4 683
Goods and services	157 412	183 930	144 746	131 605	172 463	172 463	152 161	156 034	171 114
of which									
Administrative fees	39	519	1 022	7 007	3 879	3 879	697	776	819
Advertising	24 487	29 854	20 557	17 482	17 418	17 418	7 508	7 640	8 060
Assets <R5000	490	599	75	1 200	1 545	1 545	618	346	365
Audit cost: External	127	-	-	-	-	-	-	-	-
Bursaries (employees)	-	-	2	100	100	100	-	-	-
Catering: Departmental activities	8 578	10 697	9 258	9 520	11 882	11 882	14 047	15 390	16 240
Communication	56	5 040	1 829	1 190	1 190	1 190	3 596	3 937	4 153
Computer services	2	112	69	10	10	10	7 029	9 515	10 318
Cons/prof: Business & advisory services	78 415	42 616	21 054	14 556	17 674	17 674	17 047	14 608	15 412
Cons/prof: Infrastructure & planning	-	-	-	-	-	-	4 250	5 383	5 992
Cons/prof: Laboratory services	-	-	-	-	-	-	-	-	-
Cons/prof: Legal cost	-	142	591	250	150	150	-	-	-
Contractors	450	48 359	58 154	33 154	66 596	66 596	12 787	12 517	13 205
Agency & support/outourced services	1 258	4 237	179	1 434	1 497	1 497	29 250	27 505	34 333
Entertainment	24	85	-	65	65	65	108	120	127
Fleet services (incl. GMT)	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	116	515	825	849	849	867	905	955
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher supp material	-	-	-	-	-	-	-	-	-
Inventory: Raw materials	-	256	82	104	120	120	25	29	30
Inventory: Medical supplies	-	-	-	67	107	107	8	2	2
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Military stores	-	-	-	-	-	-	-	-	-
Inventory: Other consumables	48	44	-	147	212	212	3 045	3 360	3 693
Inventory: Stationery and printing	1 677	4 009	2 949	3 078	4 066	4 066	7 613	8 022	8 616
Lease payments (incl. operating, excl. fin)	264	511	409	365	472	472	584	590	623
Property payments	202	54	266	84	84	84	-	-	-
Transport provided: Departmental activity	7 383	6 571	3 052	6 885	7 559	7 559	19 323	19 784	21 107
Travel and subsistence	14 478	17 603	14 407	17 545	18 525	18 525	8 782	9 948	10 544
Training and development	1 335	1 142	148	2 859	3 060	3 060	2 334	2 509	2 647
Operating expenditure	675	2 893	446	2 941	2 858	2 858	2 408	2 475	2 613
Venues and facilities	17 424	8 471	9 682	10 737	12 545	12 545	10 235	10 673	11 260
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to	38 982	80 331	51 971	36 688	36 688	36 794	41 394	44 664	47 078
Provinces and municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-
Municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Municipalities	4 331	4 538	4 823	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	32 576	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078
Social security funds	-	-	-	-	-	-	-	-	-
Entities receiving funds	32 576	75 594	46 989	36 688	36 688	36 688	41 394	44 664	47 078
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	350	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	350	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	350	-	-	-	-	-	-	-	-
Non-profit institutions	1 500	199	30	-	-	-	-	-	-
Households	225	-	129	-	-	106	-	-	-
Social benefits	-	-	-	-	-	-	-	-	-
Other transfers to households	225	-	129	-	-	106	-	-	-
Payments for capital assets	1 314	665	1 068	365	897	897	8 992	7 000	8 200
Buildings and other fixed structures	390	-	373	-	-	-	-	-	-
Buildings	377	-	373	-	-	-	-	-	-
Other fixed structures	13	-	-	-	-	-	-	-	-
Machinery and equipment	889	403	695	365	897	767	3 292	1 500	2 200
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	889	403	695	365	897	767	3 292	1 500	2 200
Heritage assets	-	262	-	-	-	130	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	35	-	-	-	-	-	5 700	5 500	6 000
Payments for financial assets	34	6	32	-	-	-	-	-	-
Total	220 143	289 762	223 923	197 685	241 314	241 314	237 274	244 406	265 197

Table 1.F: Details of payments of infrastructure by category

No.	Project name	Region	Municipality	Type of infrastructure		Project duration		Budget programme name	EPWP budget for current financial year	Total project cost	Payments to date from previous years	Total available	MTEF forward Estimates	
				Project/admin block; water; electricity; sanitation; etc.	Units (i.e. number of facilities)	Date: Start	Date: Finish					2011/12	2012/13	2013/14
R thousand														
New and replacement assets														
Upgrades and additions														
Rehabilitation, renovations and refurbishments														
Maintenance and repairs														
1.	Provincial Public Service Training Academy	eThekweni	eThekweni	Project/admin block	1	01 Apr 2011	01 Mar 2014	2. Inst. Dev	-	-	-	1 530	1 735	1 830
2.	Telkom Building	uMgungundlovu	Msunduzi	Admin Block	1	01 Apr 2011	01 Mar 2014	1. Administration	-	-	-	375	450	475
Total Maintenance and repairs									-	-	-	1 905	2 185	2 305
Infrastructure transfers - current									-	-	-	-	-	-
Infrastructure transfers - capital									-	-	-	-	-	-
Total Infrastructure									-	-	-	1 905	2 185	2 305

Table 1.G: Summary of transfers to municipalities (Ulundi Airport transfer to Zululand DM)

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11			2011/12	2012/13	2013/14
A KZN2000 eThekweni	-	-	-	-	-	-	-	-	-
Total: Ugu Municipalities	-	-	-	-	-	-	-	-	-
B KZN211 Vulamehlo	-	-	-	-	-	-	-	-	-
B KZN212 Umdoni	-	-	-	-	-	-	-	-	-
B KZN213 Umzumbe	-	-	-	-	-	-	-	-	-
B KZN214 uMuziwabantu	-	-	-	-	-	-	-	-	-
B KZN215 Ezinqoleni	-	-	-	-	-	-	-	-	-
B KZN216 Hibiscus Coast	-	-	-	-	-	-	-	-	-
C DC21 Ugu District Municipality	-	-	-	-	-	-	-	-	-
Total: uMgungundlovu Municipalities	-	-	-	-	-	-	-	-	-
B KZN221 uMshwathi	-	-	-	-	-	-	-	-	-
B KZN222 uMngeni	-	-	-	-	-	-	-	-	-
B KZN223 Mpofana	-	-	-	-	-	-	-	-	-
B KZN224 Impendle	-	-	-	-	-	-	-	-	-
B KZN225 Msunduzi	-	-	-	-	-	-	-	-	-
B KZN226 Mkhambathini	-	-	-	-	-	-	-	-	-
B KZN227 Richmond	-	-	-	-	-	-	-	-	-
C DC22 uMgungundlovu District Municipality	-	-	-	-	-	-	-	-	-
Total: Uthukela Municipalities	-	-	-	-	-	-	-	-	-
B KZN232 Emnambithi/Ladysmith	-	-	-	-	-	-	-	-	-
B KZN233 Indaka	-	-	-	-	-	-	-	-	-
B KZN234 Umtshezi	-	-	-	-	-	-	-	-	-
B KZN235 Okhahlamba	-	-	-	-	-	-	-	-	-
B KZN236 Imbabazane	-	-	-	-	-	-	-	-	-
C DC23 Uthukela District Municipality	-	-	-	-	-	-	-	-	-
Total: Umzinyathi Municipalities	-	-	-	-	-	-	-	-	-
B KZN241 Endumeni	-	-	-	-	-	-	-	-	-
B KZN242 Nqutu	-	-	-	-	-	-	-	-	-
B KZN244 Msinga	-	-	-	-	-	-	-	-	-
B KZN245 Umvoti	-	-	-	-	-	-	-	-	-
C DC24 Umzinyathi District Municipality	-	-	-	-	-	-	-	-	-
Total: Amajuba Municipalities	-	-	-	-	-	-	-	-	-
B KZN252 Newcastle	-	-	-	-	-	-	-	-	-
B KZN253 eMadlangeni	-	-	-	-	-	-	-	-	-
B KZN254 Dannhauser	-	-	-	-	-	-	-	-	-
C DC25 Amajuba District Municipality	-	-	-	-	-	-	-	-	-
Total: Zululand Municipalities	4 331	4 538	4 823	-	-	-	-	-	-
B KZN261 eDumbe	-	-	-	-	-	-	-	-	-
B KZN262 uPhongolo	-	-	-	-	-	-	-	-	-
B KZN263 Abaqulusi	-	-	-	-	-	-	-	-	-
B KZN265 Nongoma	-	-	-	-	-	-	-	-	-
B KZN266 Ulundi	-	-	-	-	-	-	-	-	-
C DC26 Zululand District Municipality	4 331	4 538	4 823	-	-	-	-	-	-
Total: Umkhanyakude Municipalities	-	-	-	-	-	-	-	-	-
B KZN271 Umhlabuyalingana	-	-	-	-	-	-	-	-	-
B KZN272 Jozini	-	-	-	-	-	-	-	-	-
B KZN273 The Big 5 False Bay	-	-	-	-	-	-	-	-	-
B KZN274 Hlabisa	-	-	-	-	-	-	-	-	-
B KZN275 Mtubatuba	-	-	-	-	-	-	-	-	-
C DC27 Umkhanyakude District Municipality	-	-	-	-	-	-	-	-	-
Total: uThungulu Municipalities	-	-	-	-	-	-	-	-	-
B KZN281 Umfolozi	-	-	-	-	-	-	-	-	-
B KZN282 uMhlathuze	-	-	-	-	-	-	-	-	-
B KZN283 Ntambanana	-	-	-	-	-	-	-	-	-
B KZN284 uMlalazi	-	-	-	-	-	-	-	-	-
B KZN285 Mthonjaneni	-	-	-	-	-	-	-	-	-
B KZN286 Nkandla	-	-	-	-	-	-	-	-	-
C DC28 uThungulu District Municipality	-	-	-	-	-	-	-	-	-
Total: Ilembe Municipalities	-	-	-	-	-	-	-	-	-
B KZN291 Mandeni	-	-	-	-	-	-	-	-	-
B KZN292 KwaDukuza	-	-	-	-	-	-	-	-	-
B KZN293 Ndwedwe	-	-	-	-	-	-	-	-	-
B KZN294 Maphumulo	-	-	-	-	-	-	-	-	-
C DC29 Ilembe District Municipality	-	-	-	-	-	-	-	-	-
Total: Sisonke Municipalities	-	-	-	-	-	-	-	-	-
B KZN431 Ingwe	-	-	-	-	-	-	-	-	-
B KZN432 Kwa Sani	-	-	-	-	-	-	-	-	-
B KZN433 Greater Kokstad	-	-	-	-	-	-	-	-	-
B KZN434 Ubuhlebezwe	-	-	-	-	-	-	-	-	-
B KZN435 Umzimkulu	-	-	-	-	-	-	-	-	-
C DC43 Sisonke District Municipality	-	-	-	-	-	-	-	-	-
Unallocated	-	-	-	-	-	-	-	-	-
Total	4 331	4 538	4 823	-	-	-	-	-	-

Table 1.H: Financial summary for Amafa aKwaZulu-Natali

R thousand	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	2 217	3 095	2 379	1 545	1 637	1 718	1 812
Sale of goods and services other than capital assets	690	962	982	940	996	1 046	1 103
Non-market est. sales	690	962	982	940	996	1 046	1 103
Other non-tax revenue	1 527	2 133	1 397	605	641	672	709
Transfers received	18 147	35 301	32 841	20 332	24 057	26 460	27 873
Total revenue	20 364	38 396	35 220	21 877	25 694	28 178	29 685
Expenses							
Current expense	18 726	18 739	21 401	23 197	27 014	29 498	31 005
Compensation of employees	11 102	11 646	13 832	16 614	19 011	19 892	20 908
Goods and services	7 084	6 144	6 272	5 154	6 569	8 168	8 654
Depreciation	540	949	1 297	1 429	1 434	1 438	1 443
Interest, dividends and rent on land	-	-	-	-	-	-	-
Unearned reserves (social security funds only)	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	18 726	18 739	21 401	23 197	27 014	29 498	31 005
Surplus / (Deficit)	1 638	19 657	13 819	(1 320)	(1 320)	(1 320)	(1 320)
Tax payment	-	-	-	-	-	-	-
Outside shareholders Interest	-	-	-	-	-	-	-
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	(89)	4 889	1 189	1 438	1 373	1 377	1 382
Adjustments for:							
Depreciation	540	369	1 263	1 429	1 434	1 438	1 443
Net (profit) / loss on disposal of fixed assets	-	(16)	(74)	-	-	-	-
Other	(629)	4 536	-	9	(61)	(61)	(61)
Operating surplus / (deficit) before changes in working capital	1 549	24 546	15 008	118	53	57	62
Changes in working capital	(48 094)	(4 038)	(686)	668	50	50	50
(Decrease) / increase in accounts payable	(48 048)	(3 882)	(881)	(185)	-	-	-
Decrease / (increase) in accounts receivable	(61)	(300)	(246)	803	-	-	-
Decrease / (increase) in inventory	(209)	48	197	-	-	-	-
(Decrease) / increase in provisions	224	96	244	50	50	50	50
Cash flow from operating activities	(46 545)	20 508	14 322	786	103	107	112
Transfers from government	-	-	-	-	-	-	-
Of which: Capital	-	-	-	-	-	-	-
: Current	-	-	-	-	-	-	-
Cash flow from investing activities	(877)	(19 900)	(11 257)	(98)	(103)	(107)	(112)
Acquisition of Assets	(877)	(19 916)	(11 442)	(98)	(103)	(107)	(112)
Other flows from Investing Activities	-	16	185	-	-	-	-
Cash flow from financing activities	-	-	-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	(47 422)	608	3 065	688	-	-	-
Balance Sheet Data							
Carrying Value of Assets	12 591	23 649	33 717	32 377	31 037	29 811	28 491
Investments	-	-	-	-	-	-	-
Cash and Cash Equivalents	14 866	15 475	18 540	19 228	19 228	19 228	19 228
Receivables and Prepayments	258	556	803	-	70	26	76
Inventory	1 052	1 004	807	807	807	807	807
TOTAL ASSETS	28 767	40 684	53 867	52 412	51 142	49 872	48 602
Capital & Reserves	22 241	38 931	52 750	51 430	50 110	48 790	47 470
Borrowings	-	-	-	-	-	-	-
Post Retirement Benefits	-	-	-	-	-	-	-
Trade and Other Payables	2 007	1 065	185	-	-	-	-
Provisions	592	688	932	982	1 032	1 082	1 132
Managed Funds	3 927	-	-	-	-	-	-
TOTAL EQUITY & LIABILITIES	28 767	40 684	53 867	52 412	51 142	49 872	48 602
Contingent Liabilities	-	-	-	-	-	-	-

* The transfers received from 2005/06 onwards include other transfers in addition to the departmental transfers

Table 1.1: Financial summary for the KwaZulu-Natal Gambling Board

R thousand	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	9 638	10 557	9 919	13 919	13 919	14 615	15 419
Sale of goods and services other than capital assets	9 445	10 514	9 877	12 919	12 919	13 565	14 311
Admin fees	9 445	10 514	9 877	12 919	12 919	13 565	14 311
Other non-tax revenue	193	43	42	1 000	1 000	1 050	1 108
Transfers received	14 429	40 293	14 148	16 356	17 337	18 204	19 205
Total revenue	24 067	50 850	24 067	30 275	31 256	32 819	34 624
Expenses							
Current expense	18 015	21 116	28 332	29 995	31 136	32 693	34 491
Compensation of employees	7 364	10 924	15 659	18 158	18 358	20 352	21 471
Goods and services	10 268	9 732	12 021	11 137	12 036	11 562	12 198
Depreciation	383	460	652	700	742	779	822
Interest, dividends and rent on land	-	-	-	-	-	-	-
Unearned reserves (social security funds only)	-	-	-	-	-	-	-
Transfers and subsidies	92	176	175	280	120	126	133
Total expenses	18 107	21 292	28 507	30 275	31 256	32 819	34 624
Surplus / (Deficit)	5 960	29 558	(4 440)	0	(0)	(0)	0
Tax payment	-	-	-	-	-	-	-
Outside shareholders Interest	-	-	-	-	-	-	-
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	277	612	554	(45)	(45)	(47)	(50)
Adjustments for:							
Depreciation	460	652	596	-	-	-	-
Interest	(183)	(40)	(42)	(45)	(45)	(47)	(50)
Net (profit) / loss on disposal of fixed assets	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Operating surplus / (deficit) before changes in working capital	6 237	30 170	(3 886)	(45)	(45)	(47)	(50)
Changes in working capital	1 618	(937)	850	(500)	(500)	(525)	(554)
(Decrease) / increase in accounts payable	(797)	(500)	800	(500)	(500)	(525)	(554)
Decrease / (increase) in accounts receivable	2 354	(450)	50	-	-	-	-
Decrease / (increase) in inventory	-	-	-	-	-	-	-
(Decrease) / increase in provisions	61	13	-	-	-	-	-
Interest Income	183	40	42	45	45	47	-
Cash flow from operating activities	8 038	29 273	(2 994)	(500)	(500)	(525)	(604)
Transfers from government	5 190	11 851	19 238	16 356	17 337	18 204	19 205
Of which: Capital	-	-	-	-	-	-	-
: Current	5 190	11 851	19 238	16 356	17 337	18 204	19 205
Cash flow from investing activities	(1 210)	(1 094)	(650)	(1 713)	(1 792)	(1 882)	(1 985)
Acquisition of Assets	(1 210)	(1 094)	(650)	(1 713)	(1 792)	(1 882)	(1 985)
Other flows from Investing Activities	-	-	-	-	-	-	-
Cash flow from financing activities	-	-	-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	6 828	28 179	(3 644)	(2 213)	(2 292)	(2 407)	(2 589)
Balance Sheet Data							
Carrying Value of Assets	985	1 083	788	788	788	827	873
Investments	-	-	-	-	-	-	-
Cash and Cash Equivalents	5 518	5 001	6 503	6 599	6 599	6 929	7 310
Receivables and Prepayments	2 200	2 650	2 600	2 600	2 600	2 730	2 880
Inventory	-	-	-	-	-	-	-
TOTAL ASSETS	8 703	8 734	9 891	9 987	9 987	10 486	11 063
Capital & Reserves	(5 216)	(4 100)	(3 450)	(3 449)	(3 450)	(3 450)	(3 450)
Borrowings	-	-	-	-	-	-	-
Post Retirement Benefits	-	-	-	-	-	-	-
Trade and Other Payables	7 000	6 500	7 300	6 800	6 800	7 140	7 533
Provisions	687	700	700	700	700	735	775
Managed Funds	-	-	-	-	-	-	-
TOTAL EQUITY & LIABILITIES	2 471	3 100	4 550	4 051	4 050	4 425	4 858
Contingent Liabilities	-	-	-	-	-	-	-

