

# **VOTE 6**

**DEPARTMENT OF ECONOMIC  
DEVELOPMENT,  
ENVIRONMENT,  
CONSERVATION AND  
TOURISM**

Economic Development, Environments, Conservation, and Tourism	Vote 6
To be appropriated by Vote in 2012/13	R 426 945 000.00
Statutory amount	
Responsible MEC	MEC of Economic Development, Environments, Conservation, and Tourism
Administering department	Economic Development, Environments, Conservation, and Tourism
Accounting Officer	Deputy Director General of Economic Development, Environments, Conservation, and Tourism

## 1. Overview

This budget document has been carefully crafted on the basis of a new set of priorities for this administration, many of which reside within this Department's mandate. These include, the acceleration of economic growth, giving support to priority sectors, job creation and promoting economic participation. Above all, we intend to provide opportunities for all citizens who are willing to work with us to make this Province a centre of excellence. We will undertake this work in partnership with key stakeholders in the private sector, and in co-ordination with other government departments. We are tabling this Budget Document at a time when the economies of the world are undergoing tremendous fiscal changes to respond to the aftermath of the global financial crisis. The Budget is informed by the several policy mandates of the as well as the national Medium Term Expense Framework (MTEF).

### Vision

The Department envisions "a prosperous society, a growing economy and a healthy natural resource base.

### Mission

The mission of the Department is "to drive and facilitate a sustainable economic development and environmental services in the North West Province through":

- Coordinated economic planning;
- Integrated economic development services;
- Trade and investment promotion;
- Tourism;
- The development of other sectors;
- Environmental management; and
- Effective business regulations.

### Values

The following values, derived from the Constitution, underpin the activities of the Department of Economic Development, Environment, Conservation and Tourism:

- Fairness, in that the Department will at all times act in a fair manner towards executing its responsibilities.
- Equity, as the Department is committed to treating all clients and employees equitably in all respects.
- Accessibility, in that the Department will remain accessible to its stakeholders and role players in the course of executing its responsibilities.
- Transparency, in that the Department undertakes to be transparent in the conduct of its core business.
- Accountability, in that the Department will at all times take full accountability for its business actions and decisions.
- Participation in that the Department will continue to participate fully in all areas of its responsibility to satisfy the needs of our clients and stakeholders,
- Good governance, to which the Department will always strive to adhere to at all times.

## **Strategic Objectives**

- To provide effective and efficient Financial Management systems within the Department
- To provide sound corporate management for strategic support of the Department to promote sound human resource management and development.
- To develop and implement the Departmental Communications Strategy in order to maintain effective communication relations with internal and external stakeholders.
- To ensure suitable legal environment supportive of the strategic goals of the Department
- To facilitate the establishment and maintain effective small business support of institutions to ensure effective service delivery to SMMEs.
- To provide guidance, support and capacity to municipalities in their implementation of local economic development initiatives.
- To contribute to the economic growth of the Province through development of economic sectors, industries, trade and investment promotion
- To facilitate the creation of an equitable, socially responsible business environment that allows for predictability and to ensure fair trade in the Province whilst maintaining essential national standards, including the regulation of the retail sale of liquor.
- To facilitate the development of economic policies in the province.

## **Core Functions**

- To develop and coordinate a sustainable macro economic development plan for the Province,
- To develop and grow Small Business Enterprises,
- To promote trade and cultivate a conducive investment climate in the interest of the Province,
- To facilitate the development, promotion and coordination of a responsible tourism,
- To facilitate the development, regulation, promotion and growth of a sustainable and responsible gambling industry,
- To administer, regulate and grow a responsible liquor industry,
- To facilitate fair trade and responsible business practices,
- To facilitate the goals and objectives of the Broad Based Black Economic Empowerment,
- To implement and where necessary promulgate policies intended to create wealth and improve the well being of the people in the North West.

## **Policy Directions**

### **Provincial Industrial Development Strategy**

There is a need for a coherent industrial development strategy to address the absence of resources benefiting industries in the Province. The challenge is to strengthen the institutional arrangements to drive regional development initiatives within a coherent long-term national strategic planning process. It is therefore important that the Province should craft its own Provincial Development Strategy. The need for a Provincial Industrial Development Strategy stems from the formulation of the national Regional Industrial Development Strategy (RIDS). RIDS is one of the strategic programmes of the newly released Industrial Policy Framework.

### **Provincial Tourism Master Plan**

The Tourism and Travel industry is now the world's largest industry, generating 10 per cent of world employment and 11.6 per cent of GDP worldwide. African tourism accounts for only 1 per cent of the world tourism related economic output, hampered by weak demand, insufficient air routes and infrastructure limitations. The intended objectives of the envisaged North West Tourism Master Plan will be to develop:

- An enhanced understanding of tourism dynamics in the Province
- An appropriate policy framework within which to plan tourism development in the Province.
- A tourism growth and development plan — through the identification and mapping of the potential tourism development nodes.
- A tourism management system to enable the vision and goals to be achieved through the promotion of tourism.
- Implementation programmes as a bridge between intention and action.

## **The Provincial Liquor Policy**

The North West Province has recognized the importance of introducing an economic and social policy which balances the broader benefits and costs of our daily activities within the Provincial Liquor Industry and thereby proposing two major policy shifts. These are firstly, to restructure the liquor industry administration and to give priority to the facilitation of entry and empowerment of new entrants, and secondly, to better reflect all costs associated with liquor, including alcohol related problems in health and other fields. The proposed new liquor policy will address three broad concerns, viz., the regulation of the micro-manufacturing and retail sale of liquor; the control of the economic and social costs of excessive alcohol consumption and links between supporting the informal economy and addressing poverty.

## **Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises**

The primary objective of this strategy is to ensure that the overall task of fostering entrepreneurship and promoting small enterprises, as articulated in various government policies and strategies, is carried out adequately and effectively, and that a high level of performance and success is achieved across all policy and action areas.

The key responsibilities include improving co-ordination of entrepreneurship and small business promotion efforts through government cluster arrangements; improving co-ordination among support agencies across all three spheres of government using the "Think Synergy First" principle; and monitoring the overall performance of government's entrepreneurship and small business promotion agencies, and will take corrective action where deficient performance is observed.

## **Environmental Management Frameworks (EMFs) for Local Municipalities**

Environmental Management Frameworks (EMF) will be developed for Local Municipalities. The EMF functions as a platform or framework against which planning policy, programmes (Strategic Development Frameworks and other local authority planning frameworks) and land-use decision making can be gauged with respect to environmental sensitivity, rights and responsibilities. Alternatively, the EMF should be incorporated into the SDFs and IDPs to ensure that environmental considerations are taken into account in planning processes.

EMF's are developed and gazetted in terms of Section 24 of NEMA, and the Environmental Management Framework Regulations of 2010.

## **Climate Change Response Strategy for the North West Province**

Climate Change is becoming a reality that cannot be ignored any longer. The North West Province needs a Climate Change Response Strategy and Action Plan. The major focus of the Climate Response Strategy and Action Plan would be to move towards a more carbon neutral and climate change resilient province.

## **Main services to be delivered by the department**

The department's primary objective is to lead on matters relating to the achievement of the economic goal as defined in the Provincial Growth and Development Strategy that was adopted by the province in August 2004. It is submitted by the strategy that the province requires an average growth rate of 6.6 per cent per annum in order to halve unemployment over a ten year period. It also requires generating an investment of about R6.3 billion per annum from both the public and private sector in order to effectively address the question of poverty and unemployment in the province.

The department remains committed to achieving the objectives of economic growth and job creation through the following objectives:

- Small Business Development,
- Provincial macro-economic planning and development,
- Research to determine economic potential and policy development,
- Economic sector development and sectoral charter implementation,
- Industrial development facilitation,
- Economic infrastructure development facilitation, i.e. industrial parks,

- Investment and trade promotion,
- Regulatory functions (consumer protection and liquor policy administration, BBBEE policy compliance, gambling, tourism regulation amongst others),
- Economic development planning & coordination including LED, IDPs, cluster management,
- Project management.

### **Summary of service delivery environment and challenges**

The Department of Economic Development, Environment, Conservation and Tourism provide economic development services to the people of the North West Province. The main challenges faced by the department in this environment continue to be:

- Capacity building and skills development is an area that remains crucial to job creation and economic empowerment efforts in the province.
- The turnaround of the North West Development Corporation into a single effective institution that will address issues of job creation, economic development and skills development.
- Linking the local SMME Centre of Excellence with the Multi-Purpose Community Centres (MPCC)
- The implementation of the North West Provincial Growth and Development Strategy.
- Establishing strong communication linkages with key stakeholders in the implementation plan.
- The integration and linkages of all Local Economic Development (LEDs) and Integrated Development Plans (IDPs) of local government spheres into the provincial macro-economic development plan.
- Ensuring that public entities comply with the prescripts of the PFMA, Act 1 of 1999 as amended and do achieve the objectives established.
- Playing a crucial role to facilitate beneficiation in the relevant economic sectors in line with the PGDS.

### **The demand for and the changes in the services of the Department**

The North West Province is amongst the provinces with high prevalence of poverty, unemployment and low economic growth rate. The income gaps remain very high and low levels of income result in low demand resulting in low rates of necessary multipliers to boost economic growth. Accordingly, the establishment of new SMMEs; support of new and emerging SMMEs and support of community initiatives to establish very small enterprises and industries is regarded as one of the strategies that have great potential to increase the levels of income to alleviate poverty on one hand and to pull the previously disadvantaged people into the mainstream economy. Such an active involvement of people through ownership of SMME has the potential to induce high demand and induce economic growth. This has necessitated a mind-shift and a special focus on SMME Development. The Department is thus extremely committed to exerting its efforts on "Consolidating economic growth for the North West Province through SMME development as the engine for growth."

### **The Acts, Rules and Regulations Applicable to the Department**

Comprehensive lists of all legislations governing the direction of the department are stated hereunder.

- The Constitution of South Africa, 1996
- The National Credit Act, 2005 (Act 34 of 2005)
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
- Small Business Act, 1995 (currently under review)
- North West Business Act, 1997 (Act No. 6 of 1997)
- The National Liquor Act, 2003 (Act No. 59 of 2003)
- Liquor Act, 1989 (Act No. 27 of 1989)
- Consumer Protection Act, 2008 (Act No. 68 of 2008)
- The Consumer Affairs Practices (Harmful Business Practices) Act 4 of 1996 (Under review for amendment)
- The North West Gambling Act, 2001 (Act No. 2 of 2001) (as amended)
- North West Parks and Tourism Board Act, 1997 (Act No. 3 of 1997)
- The North West Development Corporation Act, 1995 (Act No. 6 of 1995) (As amended)
- Tourism Second Amendment Act, 70, 2000
- Co-Operatives Act, 2005
- National Environmental Management Act (No 107 of 1998)

### **1.1. Aligning Departmental budget to achieve Government's prescribed outcome/s**

The strategic intent of the Department of Economic Development, Environment, Conservation and Tourism addresses the objectives of outcomes 4, 6, 10 and 12. These outcomes informed the department strategic plans and annual performance plans, however, it will require a much more intense and vigorous process to align the objectives and activities of the department towards these outcomes. The department is reviewing its service delivery model and organisational structure which amongst others entails a process a fully aligning strategic plans and APP of the department to these outcomes.

During the year under review the department spent its budget towards achieving these outcomes and to this extent the following were significant:

- Completed the sector strategies to support growth of labour intensive industries
- Conducted feasibility studies and business plans for selected projects to be implemented by government in support of youth and women employment within priority sectors;
- Funded four youth projects towards promotion of youth employment;
- Supported both institutions that give support to SMMEs and directly supported SMMEs towards realisation of improved support to small business and cooperatives objective of outcome four.
- Registered new cooperatives and enhanced the capacity of four cooperatives through injection of capital towards acquisition of new equipments
- Continued formalisation of the liquor industry and implementing regulatory measures to maintain an efficient and competitive business activities within the second economy;
- Implemented expanded public works program in one of our agro-processing project to contribute towards job creation
- Development of the energy renewable strategy which will be ready for implementation in the next financial as part of implementation green economy initiatives
- Improved the status of perimeter fencing within protected areas in compliance with legislation although the main target is to enhance the tourism market in the province as most of our protected areas house game, one of the biggest tourist attraction.
- Implemented programs to create climate change awareness amongst communities
- The department initiated two waste management projects in Rustenburg and Mafikeng and these will feed into the overall green economy initiative
- Implemented internal control turnaround measures to improve the governance efficiency and effectiveness of the department
- Implemented enterprise information centers in rural areas targeting the district of Ngaka Modiri Molema, Moses Kotane and Moretele as part of implementing rural services and sustainable livelihoods outcomes;
- Completed one industrial park in Moses Kotane, commenced with the construction of two others in Dr Ruth Segomotsi Mompati districts, all these done towards attainment of second economy intervention, building an inclusive economy and rural development;
- Assisted SMMEs with loan funding as part of the SMME s support and development
- Facilitated access to markets through linkages of SMMEs to established business
- Established relations with Sun City, Anglo American and other private sector partners with a view of building relations towards the signing of social accord between the state and its partners
- Curtailment of gas emissions and maintenance of quality air through the issuance of atmospheric emission licenses
- Overall the department and its agencies contributed almost 10 000 jobs by either creating new jobs and/or sustaining existing.
- Established contacts with potential investors within the energy and platinum beneficiation sectors with a view to stimulate trade performance in the region.

## **2. Review of the 2011/12 financial year**

The 2011/2012 budgets have been set against the uncertain global and domestic environment which calls for the department to continue reprioritizing its budget and spending, realign the budget to ensure targeted spending on frontline government services. Hence, it is critical to re-assess the baseline budgets and reprioritize budgets in finalizing the 2012 MTEF budgets.

The 2011/2012 Financial Year has been a challenging year in terms of ensuring that policy directions and priorities of Government took precedence in the execution of rendering the mandate of the Department in terms of its functions. As the year was declared the year of job creation, this also put an enormous pressure to ensure delivery of the determined and prescribed outcomes.

The changes in policy emphasis and approach towards improving government performance necessitated a need for change both in terms of budget allocation and organizational design. At the beginning of the current financial year, the department three years infrastructure plan which basically informed allocation of project funding was not entirely relevant to the outcomes. There were also earmarked funds for projects that were only conceptualized or mentioned without business plans. The major focus of the department was to first identify key projects that could support key aspects of the outputs that are to result in the outcome, particularly outcomes 4 and 10.

The department was able to identify at least 17 projects that could stimulate growth of key sectors such as agro-processing, mining beneficiation, green economy, SMME and Cooperatives support, rural development etc. Delays were experienced in selecting projects that could at least meet the allocation received, but further delays were caused by finding the appropriate methodology to manage these projects and development of project inception documents. All of these are now in place.

It should also be noted that one of the major challenges in this current year was to establish a beginning of government involvement in enterprise creation in a much more organized and professional manner. Given the fact that has not been always government business to establish projects of this nature, it requires a model of establishment, operationalise and handover. Obviously, this then brings the challenges of selecting beneficiaries, training, feasibility studies and business plan development. These are rather responsibilities that under normal business operations are undertaken by entrepreneurs. But in this case government sought to implement such projects and it definitely took us sometime that would definitely cause some challenges in as far expenditure of the budget is concerned.

The department was also faced with the challenges associated with the transition from the old configuration to the new one when the actual new department of Economic Development, Environment, Conservation and Tourism started operating as one department. This warranted a new organizational structure as the functions completely changed especially alongside the migration towards outcome based modus operandi. Most of the vacant positions in both the erstwhile Environment service and Department of Economic Development and Tourism were put on hold to look at the best way to rationalize posts and creation of new districts offices. This work was not completed owing to the pending finalization of the organizational structure.

In addition there was additional pressure on the department when reconfiguration was implemented in that the environment service unit was transferred to the department without any support personnel and this put a strain on the current support structures of the department. This led to the department requesting additional funding for personnel during the adjustment period which was not granted and we had to cut some of the allocated funds to accommodate this challenge. Unfortunately the process of filling positions took us long as we had to do that in anticipation of not deviating from the expectations of the new structure. There will definitely be some savings on personnel due to these challenges though there are measures that might kick in towards the end of the financial year. The under expenditure on personnel automatically replicate in other areas as well such as expenditure on goods and services, equipments and related support that would draw down from support budget. At this point in time we sought to address personnel first and resources when we know the needs over and above the obvious ones such as rentals, telephones and vehicles.

In this financial year the implementation process was also hamstrung by the performance indicators that are customized at national and could not be easily linked to the outcome and some with implications that were not thoroughly assessed when it comes to the SMART principles. This is a problem that may recur into the next financial years if not reviewed.

The Department could not proceed with the implementation of infrastructure projects at the Mafikeng Industrial Development Zone since we have noticed that phase one of infrastructure development was completed and there are business activities attracted to the site as yet. These funds were used as infrastructure funding for other projects.

### **3. Outlook for the 2012/13 financial year**

Although the Department has not deviated much from its past development course and strategies adopted, it has taken into account the new set of priorities for this administration, many of which reside within this Department's mandate. What has become essential is the introduction of the 2010/11 – 2012/13 Industrial Policy Action Plan 2 as based on the New Growth Path policy directive as geared towards the creation of 2 477 000 direct and indirect jobs on a period of ten years. What it entails is that the Department of Economic Development, Environment, Conservation and Tourism also has a direct responsibility in making sure that these are indeed achieved in the next ten years.

The Department of Economic Development, Environment, Conservation and Tourism would in the coming financial year embark on activities that are aimed at achieving the outputs and sub outputs delivery agreements for outcome 4, 10 and 12 applicable to the provincial government competencies. Already there is a significant shift in terms of alignment of the annual performance plans towards the goals of creation of decent employment through inclusive growth and environment protection as well as efficient and effective governance. The service delivery model review process would be completed and new organizational structure designed and implemented. In the previous year the department identified projects that would be pursued to advance the course of realizing the expressed outcomes.

It is crucial to note that economic development activities that could result in employment are in the main driven by the private sector although the department is beginning to implement a strategy towards creation of small and medium enterprise to support previously disadvantaged people who may not have the expertise and resource to start enterprises. These would be small and medium enterprises participating within the small industries space to support and leverage from big industries. The challenge in this regard is that government takes all the risks including in situation where the returns would be realized after a longer period than it would be accepted by private investors. It would definitely take us long to stay on a project to implement after care support throughout the stages of creation, standardization including at higher stages of profit making to guard against decline when the competition gets stiff. This would be a challenge as the department is not as yet configured to take care of this task. The expectations are that such projects should yield results within the period of a financial year when in reality the impact may be realized after a longer period than this.

Part of the activities in the coming financial year is to create a structured relationship between the department and the private sector through private, public partnerships (PPP). A model would be found to establish this relationship and it will help to leverage on private sector funding for projects, particularly in the energy and waste management sector. In spite of global economic challenges we continue to receive presentation of proposal from companies in various industries expressing interest to invest funds sourced from international companies and we have now found a way to coordinate these expressed interests. The department would implement activities that could expedite interaction and processing of these requests to the advantage of investment and growth in the province.

In the light of the new approach and the signing of the new bill on the creation of special economic zones, the department would work towards packaging strategies that could assist with information for trade between the province, other provinces and internationally. To the extent, a strong relationship between the department, the industries and institutions would be a strongly recommended activity.

There are preliminary process started in the previous year to establish a formal forum of the department and the North West business organization as well as a formal relationship between the department and government institutions established to support development initiatives such as the DBSA, IDC and the CSIR. In addition the department has further created a formal relation with institutions of higher learning and all of these will assist in supporting activities that will promote inclusive growth towards creation of decent jobs, environment protection and effective and efficient governance.

There has always been a challenge of utilizing provincial economic data and surveys to develop intervention activities or guide economic development activities in the province. The department intends to create capacity not only to generate regular information on data but use it to forecast, plan and implement intervention projects.



Other challenges that the department is quite aware of and started a process to address include amongst others fragmented funding of economic development interventions across the spheres. Consultations and discussions would be continued to create a situation whereby there is communication between national economic development constituent structures such as the Department of Trade and Industry, Economic Development Department, Department of Energy, Department of Minerals Resources and the provincial cluster on economic development and infrastructure.

The cluster will find mechanisms to include and/or involve local municipalities so that there is an overall coordinated implementation of economic development priorities in the province including interaction with other activities that have indirect effect on economic development such as road infrastructure, water and electricity and general services that have impact on the cost of making business in the North West Province.

One of the anticipated challenges in the 2012/13 financial years would be performance indicators that are supposed to guide expenditure of the department. The performance indicators linked to outcome four were not reviewed when the outcome based approach was introduced and this leaves the department with national treasury customized indicators that are not refined and aligned to the new approach. Some of the indicators can be achieved without any impact on the strategic objectives and outcomes of government.

## 4. Receipts and financing

### 4.1 Summary of receipts and financing

The department derives its receipts from the equitable share and from its regulatory mandate. The allocation decreases from R458 million to R427 million, a decline of 6.9 per cent or R31 million and grows by 8.6 per cent and 7.1 per cent over the two outer years.

Table 2.1: Summary of receipts : Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Equitable share	337 716	353 676	329 107	371 411	371 704	371 704	334 891	365 908	393 091
Conditional grants									
Departmental receipts	57 073	69 468	73 903	84 439	86 338	86 338	92 054	97 841	103 515
<b>Total receipts</b>	<b>394 789</b>	<b>423 144</b>	<b>403 010</b>	<b>455 850</b>	<b>458 042</b>	<b>458 042</b>	<b>426 945</b>	<b>463 749</b>	<b>496 606</b>

### 4.2 Departmental receipt collection

R88 million will be derived from regulation of the gaming industry in the province. The increase is made possible by an increase in ring fenced allocation to the North West Gambling Board to strengthen activities intended to increase revenue collection e.g. eradication of illegal gambling etc. Another R2.6 million will be collected from regulation of the liquor industry in the province.

Table 2.2: Departmental receipts : Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Tax receipts	57 073	67 139	72 795	81 750	81 750	81 750	86 665	91 853	97 198
Casino taxes	51 320	60 638	65 319	74 413	74 413	74 413	78 877	83 611	88 627
Horses racing taxes	3 648	4 189	4 634	4 884	4 884	4 884	5 178	5 488	5 817
Liquor licences	2 105	2 312	2 842	2 453	2 453	2 453	2 610	2 754	2 754
Motor vehicle licences									
Sales of goods and services other than capital		2 205	83	2 689	3 938	3 938	4 689	5 238	5 567
Transfers received									
Fines, penalties and forfeits					650	650	700	750	750
Interest,dividends and rent on land		124							
Sales of capital assets									
Transactions in financial assets and liabilities			1 025						
<b>Total departmental receipts</b>	<b>57 073</b>	<b>69 468</b>	<b>73 903</b>	<b>84 439</b>	<b>86 338</b>	<b>86 338</b>	<b>92 054</b>	<b>97 841</b>	<b>103 515</b>

Table 2.3: Summary of receipts : Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Treasury funding</b>									
Equitable share	337 716	353 676	329 107	371 411	371 704	371 704	334 891	365 908	393 091
Conditional grants									
Other									
Other (Donor)									
<b>Total Treasury funding</b>	<b>337 716</b>	<b>353 676</b>	<b>329 107</b>	<b>371 411</b>	<b>371 704</b>	<b>371 704</b>	<b>334 891</b>	<b>365 908</b>	<b>393 091</b>
<b>Departmental receipts</b>									
Tax receipts	57 073	67 139	72 795	81 750	81 750	81 750	86 665	91 853	97 198
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Liquor licences	2 105	2 312	2 842	2 453	2 453	2 453	2 610	2 754	2 754
Motor vehicle licences									
Sale of goods and services other than capital		2 205	83	2 689	3 938	3 938	4 689	5 238	5 567
Transfers received									
Fines, penalties and forfeits					650	650	700	750	750
Interest,dividends and rent on land		124							
Sales of capital assets									
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<b>Total receipts</b>	<b>394 789</b>	<b>423 144</b>	<b>403 010</b>	<b>455 850</b>	<b>458 042</b>	<b>458 042</b>	<b>426 945</b>	<b>463 749</b>	<b>496 606</b>

## 5. Payment summary

### 5.1 Key assumption

Salary increases have been based on parameters set by the Provincial Treasury. Additional funding for support activities related to the relocation of the Environmental Chief Directorate from the Department of Agriculture and Rural Development.

The department applied the following board assumptions when compiling the budget:

- Provision was made for the carry-through costs of the 2011 wage agreement and an inflationary wage adjustment of 5 per cent for each of the three years of 2012/13 MTEF.
- The department has also made provision for pay progression at 1.5 per cent and performance bonuses at 1.5 per cent.
- All inflation related increases are based on the revised inflation projects (CPI) published in the 2011 Medium Term Budget Policy Statement, which are 5.2 per cent, in 2012/13, 5.6 per cent in 2013/14 and 5.4 per cent in 2014/15.

## 5.2 Programme Summary

The services rendered by the department are categorized under five programmes namely, Administration, Integrated Economic Development Services, Trade and Industry Promotion, Business Regulate and Governance, Economic Planning and Environmental Services.

Table 2.4: Summary of payments and estimates : Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main	Adjusted	Revised	Medium term estimates		
	2008/09	2009/10	2010/11	Appropriation	Appropriation	Estimate	2012/13	2013/14	2014/15
				2011/12					
Administration	55 067	56 856	52 139	101 262	109 256	109 256	87 745	100 292	105 847
Integrated Econ Develop Serv	80 648	86 246	88 768	38 270	36 084	36 084	24 885	26 410	27 640
Trade & Industry Promotion	113 044	90 250	81 122	200 983	193 650	193 650	192 729	209 438	227 623
Business Regulate&Governance	88 390	128 747	114 095	42 083	44 932	44 932	45 670	48 624	51 056
Economic Planning	7 379	3 181	4 694	7 101	4 776	4 776	5 046	5 454	5 728
Environmental Services	50 261	57 864	62 192	66 151	69 344	69 344	70 870	73 531	78 712
<b>Total payments and estimates</b>	<b>394 789</b>	<b>423 144</b>	<b>403 010</b>	<b>455 850</b>	<b>458 042</b>	<b>458 042</b>	<b>426 945</b>	<b>463 749</b>	<b>496 606</b>

Table 2.5: Summary of provincial payments and estimates by economic classification : Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current Payments</b>	264 735	302 439	310 969	216 304	220 046	220 046	201 861	218 433	234 048
Compensation of employees	133 434	155 650	173 630	111 144	115 107	115 107	122 032	133 335	139 247
Goods and services	131 291	146 778	137 277	105 160	104 789	104 789	79 829	85 098	94 801
Interest and rent on land	10	11	62		150	150			
<b>Transfers and subsidies to:</b>	79 018	103 880	80 456	238 791	236 791	236 791	224 301	244 034	260 384
Provinces and municipalities		7 500	12 157						
Departmental agencies and accounts	46 186	56 246	47 033	174 515	174 460	174 460	186 844	197 065	206 918
Universities and technikons									
Foreign government and international organisations									
Public corporations and private enterprises	255	3		64 276	62 276	62 276	37 280	46 800	53 266
Non-profit institutions	32 546	40 121	21 107						
Households	31	10	159		55	55	177	169	200
<b>Payments for capital assets</b>	51 036	16 809	11 585	755	1 205	1 205	783	1 282	2 174
Buildings and other fixed infrastructure	46 261	5 401	4 009						
Machinery and equipment	4 753	11 408	7 576	755	1 205	1 205	783	1 282	2 174
Heritage assets	22								
Specialised military assets									
Biological assets									
Land and subsoil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>		16							
<b>Total economic classification</b>	394 789	423 144	403 010	455 850	458 042	458 042	426 945	463 749	496 606

A decline of R31 million is allocated for the 2012/2013 due to a decrease in the allocation for Growth fund from R50 million to R25 million. This decrease was offset by inflation related increases in salaries and goods and services expenses. Further decline in projects funding of R25 million, was reduced by inflation related increases in compensation of employees, goods and services and transfer payments.

#### Information on external activities and events relevant to budget decision

The department has the following public entities that have been tasked with performing tasks strategically important for achievement of its mandate:

- North West Development Corporation
- Invest North West
- North West Gambling Board
- North West Parks and Tourism Board
- Mafikeng Industrial Development Zone

Funding for the Mafikeng Industrial Development Zone towards development of infrastructure in the zone has been put on hold until the new guidelines being developed by the National Department and Trade and Industry are finalized.

**Table 2.3 (a): Departmental summary of earmarked funds : Economic Development, Environments, Conservation, and Tourism**

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
MIDZ Infrastructure	18 155	25 528	16 616		2 691	2 691			
Madikwe Sisal	600	500	2 000	1 000	1 000	1 000			
Wild Silk Project	112	800	4 892	500	500	500			
Bio Diesel		100	370	500	500	500			
Light Industrial Park				8 000	5 000	5 000	10 510	11 057	12 082
Micro Lending				10 000	10 000	10 000			
SMME Development				10 000	10 000	10 000	11 561	12 162	12 819
NWPD-AIDC	1 400	3 200							
Small Industries							4 516		
Provincial Growth Fund				50 000	50 000	50 000	25 000	30 000	31 620
NWDC Projects		5 000	32 108						
Dept Projects				24 194	11 837	11 837		12 300	16 520
NWPTB - ENS					1 000	1 000			
NWPTB - Projets					9 670	9 670			
<b>Total earmarked funds</b>	<b>20 267</b>	<b>35 128</b>	<b>55 986</b>	<b>104 194</b>	<b>102 198</b>	<b>102 198</b>	<b>51 587</b>	<b>65 519</b>	<b>73 041</b>

## 5.4 Transfers

### 5.4.1 Transfer to Public Entities

An amount of R224 million will be transferred to owned public entities for execution of delegated activities. This has decreased from R224 million.

**Table 2.7: Summary of departmental transfers to public entity : Economic Development, Environments, Conservation, and Tourism**

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Invest North West	15 487	16 416	17 402	19 627	19 627	19 627	20 824	21 969	23 067
North West Development Corporation			22 000	29 500	29 500	29 500	26 587	23 219	24 901
North West Parks and Tourism Board	112 841	119 977	127 551	126 328	135 998	135 998	135 960	143 404	150 574
Mafikeng Industrial Development Zone	8 311	12 482	28 269	10 578	10 578	10 578	10 693	11 281	11 845
North West Gambling Board	12 277	12 314	20 277	28 505	28 505	28 505	29 938	31 559	33 137
<b>Total departmental transfers to public entity</b>	<b>148 916</b>	<b>161 189</b>	<b>215 499</b>	<b>214 538</b>	<b>224 208</b>	<b>224 208</b>	<b>224 002</b>	<b>231 432</b>	<b>243 524</b>

## 6. Programme description

The services rendered by the department are categorized under five programmes namely, Administration, Integrated Economic Development Services, Trade and Industry Promotion, Business Regulate and Governance, Economic Planning and Environmental Services.

**Programme 1: Administration**

Table 2.11: Summary of payment and estimates : Administration

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Office Of The Mec	5 910	5 234	5 488	5 532	5 732	5 732	7 066	7 581	7 959
Office Of The Hod	49 157	48 248	41 638	54 618	56 833	56 833	29 819	35 196	37 076
Financial Management		3 374	5 013	10 271	11 321	11 321	11 146	13 388	14 598
Corporate Services				30 841	35 370	35 370	39 714	44 127	46 214
<b>Total payments and estimates : Administration</b>	<b>55 067</b>	<b>56 856</b>	<b>52 139</b>	<b>101 262</b>	<b>109 256</b>	<b>109 256</b>	<b>87 745</b>	<b>100 292</b>	<b>105 847</b>

Table 2.13: Summary of programme payments and estimates by economic classification : Administration - Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current Payments</b>	50 832	54 010	51 174	100 657	107 201	107 201	87 000	99 045	103 688
Compensation of employees	25 816	28 747	35 606	27 569	30 251	30 251	34 688	40 471	40 041
Goods and services	25 016	25 263	15 561	73 088	76 860	76 860	52 312	58 574	63 647
Interest and rent on land			7		90	90			
<b>Transfers and subsidies to:</b>	3 941	1 106	355	55	1 055	1 055	167	170	190
Provinces and municipalities									
Departmental agencies and accounts	102	106	220	55			122	133	140
Universities and technikons									
Foreign government and international organisations					1 000	1 000			
Public corporations and private enterprises									
Nonprofit institutions	3 839	1 000							
Households			135		55	55	45	37	50
<b>Payment for Capital assets</b>	294	1 740	610	550	1 000	1 000	578	1 077	1 969
Buildings and other infrastructure			42						
Machinery and equipment	294	1 740	568	550	1 000	1 000	578	1 077	1 969
Heritage assets									
Specialised military assets									
Biological assets									
Land and subsoil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Administration</b>	<b>55 067</b>	<b>56 856</b>	<b>52 139</b>	<b>101 262</b>	<b>109 256</b>	<b>109 256</b>	<b>87 745</b>	<b>100 292</b>	<b>105 847</b>

**Programme description**

The programme provides the political and administrative leadership to the Department in accordance with relevant legislation, regulations and policies and ensures appropriate support service to all other programmes. This programme consists of four sub-programmes, namely Office of the MEC, Office of the HOD, Financial Management and Corporate Services.

The main services under this programme among others include the following:

- To effectively and efficiently manage and direct the activities of the MEC;
- To manage and direct the departmental transversal administrative programmes that gives leadership to the department. To also effectively maintain an oversight function of the whole department's mandate and function;
- To manage and direct the departmental transversal administrative programmes that gives leadership to the department. To also effectively maintain an oversight function of the whole department's mandate and function; and

- To provide sound corporate management for strategic support of the Department to promote sound human resource management and development.

The decline by 19.6 per cent is as a result of the reduction of provincial growth fund from R50 million to R25 million, and the R1 million for investigation to be conducted at Parks and Tourism board which were only provided for during the current year. For outer years the budget has increased by 14.3 per cent and 5 per cent respectively, this is as a result of the increase on compensation of employees to accommodate the appointment of additional staff brought about by the additional workload as a result of departmental reconfiguration.

## Programme 2: Integrated Economic Development Services

Table 2.11: Summary of payment and estimates : Integrated Econ Develop Serv

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Enterprise Development	10 949	20 140	67 092	24 744	24 872	24 872	20 179	21 363	22 383
Regional&Local Economic Dev	59 695	57 480	12 735	4 023	3 321	3 321	3 078	3 329	3 484
Economic Empowerment	5 030	4 359	5 044	9 503	7 891	7 891	1 628	1 718	1 773
<b>Total payments and estimates : Integrated Econ De</b>	<b>80 648</b>	<b>86 246</b>	<b>88 768</b>	<b>38 270</b>	<b>36 084</b>	<b>36 084</b>	<b>24 885</b>	<b>26 410</b>	<b>27 640</b>

Table 2.13: Summary of programme payments and estimates by economic classification : Integrated Econ Develop Serv

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current Payments</b>	34 299	30 342	31 886	16 770	14 584	14 584	13 324	14 248	14 821
Compensation of employees	13 659	15 123	15 442	9 763	10 694	10 694	10 154	11 048	11 601
Goods and services	20 640	15 219	16 441	7 007	3 890	3 890	3 170	3 200	3 220
Interest and rent on land			3						
<b>Transfers and subsidies to:</b>	46 162	55 772	56 723	21 500	21 500	21 500	11 561	12 162	12 819
Provinces and municipalities									
Departmental agencies and accounts	44 080	54 122	46 813						
Universities and technikons									
Foreign government and international organisations									
Public corporations and private enterprises				21 500	21 500	21 500	11 561	12 162	12 819
Nonprofit institutions	2 082	1 650	9 910						
Households									
<b>Payment for Capital assets</b>	187	132	159						
Buildings and other infrastructure									
Machinery and equipment	187	132	159						
Heritage assets									
Specialised military assets									
Biological assets									
Land and subsoil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Integrated Econ Dev</b>	<b>80 648</b>	<b>86 246</b>	<b>88 768</b>	<b>38 270</b>	<b>36 084</b>	<b>36 084</b>	<b>24 885</b>	<b>26 410</b>	<b>27 640</b>

## Programme description

To sustain economic development through shared partnerships. This programme consists of three sub-programmes, namely Enterprise development, Regional and Local Economic Development and Economic empowerment.

The main services under this programme among others include the following:

- To facilitate the establishment and maintenance of an effective small business support institutions to ensure effective service delivery to SMME's.
- To provide guidance, support and capacity to the municipalities to align their Local Economic Development processes with the Provincial Growth and Development Strategy and other spatial development plans.
- To facilitate access to business opportunities.

The decline of 31 per cent is a result of the reduction on transfer payments from R21 million to R11 million this is a result of R10 million for Micro-lending which has not been provided for in outer years, the amount is intended for SMME development which has since been transferred to NWDC for implementation. For outer years the budget has since grown by 6 per cent and 4.6 per cent respectively.

### Programme 3: Trade and Sector Development

Table 2.11: Summary of payment and estimates : Trade & Industry Promotion

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Trade&Investment Promotions	46 232	18 015	4 788	28 252	25 450	25 450	39 739	35 699	40 756
Sector Development	38 649	41 411	47 998	132 282	132 796	132 796	141 804	149 608	157 924
Strategic Initiatives	9 658	12 117	13 522	40 449	35 404	35 404	11 186	24 131	28 943
Industry Development	15 226	15 553	12 136						
<b>Total payments and estimates : Trade &amp; Industry P</b>	<b>113 044</b>	<b>90 250</b>	<b>81 122</b>	<b>200 983</b>	<b>193 650</b>	<b>193 650</b>	<b>192 729</b>	<b>209 438</b>	<b>227 623</b>



Table 2.13: Summary of programme payments and estimates by economic classification : Trade & Industry Promotion

R thousand	outcome			Main	Adjusted	Revised	Medium term estimates		
	2008/09	2009/10	2010/11	Appropriation	Appropriation	Estimate	2012/13	2013/14	2014/15
<b>Current Payments</b>	54 044	57 004	62 573	12 252	7 919	7 919	10 226	9 427	13 535
Compensation of employees	23 335	27 339	30 078	6 728	7 026	7 026	6 259	6 810	7 152
Goods and services	30 709	29 665	32 482	5 524	893	893	3 967	2 617	6 383
Interest and rent on land			13						
<b>Transfers and subsidies to:</b>	13 625	22 340	10 170	188 731	185 731	185 731	182 503	200 011	214 088
Provinces and municipalities		7 500	10 170						
Departmental agencies and accounts				145 955	145 955	145 955	156 784	165 373	173 641
Universities and technikons									
Foreign government and international organisations									
Public corporations and private enterprises				42 776	39 776	39 776	25 719	34 638	40 447
Nonprofit institutions	13 625	14 840							
Households									
<b>Payment for Capital assets</b>	45 375	10 906	8 379						
Buildings and other infrastructure	44 068	5 401	3 327						
Machinery and equipment	1 285	5 505	5 052						
Heritage assets	22								
Specialised military assets									
Biological assets									
Land and subsoil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Trade &amp; Industry Pro</b>	<b>113 044</b>	<b>90 250</b>	<b>81 122</b>	<b>200 983</b>	<b>193 650</b>	<b>193 650</b>	<b>192 729</b>	<b>209 438</b>	<b>227 623</b>

### Programme description

To stimulate economic growth through industry development, trade and investment promotion. This programme consists of three sub-programmes, namely Trade and Investment Promotion, Sector Development, Strategic Initiatives and Industry Development.

The main services under this programme among others include the following:

- It is responsible for facilitation and monitoring of the activities related to attraction of investment into the province and retention thereof.
- It facilitates development of priority sectors in line with the PGDS and IPAP2
- Its mandate is to facilitate implementation of strategies for the positioning of the Industrial Sector as a key contributor to economic development.

The reduction of 0.4 per cent is a result of decrease on allocation on projects to the value of R24 million while goods and services has increased by R3 million to accommodate the hosting of mega Expo which was deferred during the current financial year. For outer years the budget is increasing by 8 per cent and 8.6 per cent respectively.

# Programme 4: Business Regulation and Governance

Table 2.11: Summary of payment and estimates : Business Regulate&amp;Governance

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	Audited			2011/12			ium-term estimates		
Regulation Services	20 818	15 867	22 286	2 473	3 004	3 004	5 102	5 525	5 802
Consumer Protection	41 402	48 450	51 190	6 074	7 329	7 329	6 159	6 707	7 043
Liquor Regulation	11 319	4 689	5 575	5 031	6 063	6 063	4 471	4 833	5 074
Gaming And Betting	6 576	8 022	3 734	28 505	28 536	28 536	29 938	31 559	33 137
Governance	5 531	14 125	10 037						
Corporate Governance		9 244	9 886						
<b>Total payments and estimates : Business Regulate</b>	<b>88 390</b>	<b>128 747</b>	<b>114 095</b>	<b>42 083</b>	<b>44 932</b>	<b>44 932</b>	<b>45 670</b>	<b>48 624</b>	<b>51 056</b>

Table 2.13: Summary of programme payments and estimates by economic classification : Business Regulate&amp;Governance

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current Payments</b>	70 092	101 316	99 225	13 578	16 427	16 427	15 732	17 065	17 919
Compensation of employees	31 698	44 115	41 461	12 526	13 579	13 579	14 220	15 470	16 245
Goods and services	38 394	57 201	57 734	1 052	2 848	2 848	1 512	1 595	1 674
Interest and rent on land			30						
<b>Transfers and subsidies to:</b>	15 000	24 631	13 182	28 505	28 505	28 505	29 938	31 559	33 137
Provinces and municipalities			1 985						
Departmental agencies and accounts	2 000	2 000		28 505	28 505	28 505	29 938	31 559	33 137
Universities and technikons									
Foreign government and international organisations									
Public corporations and private enterprises									
Nonprofit institutions	13 000	22 631	11 197						
Households									
<b>Payment for Capital assets</b>	3 298	2 800	1 688						
Buildings and other infrastructure	2 193		640						
Machinery and equipment	1 105	2 800	1 048						
Heritage assets									
Specialised military assets									
Biological assets									
Land and subsoil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Business Regulate&amp;C</b>	<b>88 390</b>	<b>128 747</b>	<b>114 095</b>	<b>42 083</b>	<b>44 932</b>	<b>44 932</b>	<b>45 670</b>	<b>48 624</b>	<b>51 056</b>

## Programme description

To ensure an equitable, socially responsible business environment that allows for predictability. This programme consists of four sub-programmes, namely The Regulatory Services, Consumer Protection, Liquor Regulation and Gambling and Betting.

The main services under this programme among others include the following:

- To identify and address barriers in the broader business environment which inhibit business development through a process of scanning applicable legislations.
- To develop and implement measures that seeks to ensure that the rights and interests of consumers are promoted and protected.
- It is responsible for promotion and maintenance of an effective regulatory system for the liquor industry.

- It is charged with maintenance of an effective and efficient regulatory system for the gambling and betting industry.

The increase of only 1 per cent in the year is a result a provision made under goods and services which was made during the adjustment budget to host +- 6500 liquor license holders meeting with the MEC which was held during January 2012 to address matters identified during Media announcements to inform clients about governance activities. For the outer years the budget has increased by 6.4 per cent and 5 per cent respectively.

## Programme 5: Economic Planning

Table 2.11: Summary of payment and estimates : Economic Planning

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Policy And Planning	3 618	2 507	1 842	2 499	1 554	1 554	2 191	2 364	2 482
Research And Development	2 426	401	1 667	2 560	1 440	1 440	1 669	1 808	1 899
Knowledge Management	635	215		857	617	617	217	231	243
Monitoring And Evaluation	700	58	1 185	1 185	1 165	1 165	969	1 051	1 104
<b>Total payments and estimates : Economic Plannin</b>	<b>7 379</b>	<b>3 181</b>	<b>4 694</b>	<b>7 101</b>	<b>4 776</b>	<b>4 776</b>	<b>5 046</b>	<b>5 454</b>	<b>5 728</b>

Table 2.13: Summary of programme payments and estimates by economic classification : Economic Planning

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current Payments</b>	<b>7 379</b>	<b>3 181</b>	<b>4 694</b>	<b>7 101</b>	<b>4 776</b>	<b>4 776</b>	<b>5 046</b>	<b>5 454</b>	<b>5 728</b>
Compensation of employees	4 135	307	4 087	6 038	4 037	4 037	3 927	4 273	4 487
Goods and services	3 244	2 874	607	1 063	739	739	1 119	1 181	1 241
Interest and rent on land									
<b>Transfers and subsidies to:</b>									
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Foreign government and international organisations									
Public corporations and private enterprises									
Nonprofit institutions									
Households									
<b>Payment for Capital assets</b>									
Buildings and other infrastructure									
Machinery and equipment									
Heritage assets									
Specialised military assets									
Biological assets									
Land and subsoil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Economic Planning</b>	<b>7 379</b>	<b>3 181</b>	<b>4 694</b>	<b>7 101</b>	<b>4 776</b>	<b>4 776</b>	<b>5 046</b>	<b>5 454</b>	<b>5 728</b>

## Programme description

To develop provincial economic policies and strategies to achieve and measure sustainable economic development. This programme consists of four sub-programmes, namely Policy and Planning, Research and Development, Knowledge Management and Monitoring and Evaluation.

The main services under this programme among others include the following:

- To coordinate and review existing economic policies and spearhead development of provincial development policies, with the view of strengthening the institutional environment for improved service delivery through regular review sessions and workshops on an ongoing basis.
- To facilitate and coordinate of relevant economic research related to economic development.
- To manage provincial knowledge economy to enhance service delivery through a sound knowledge management system that will enhance the organization activities of the department.
- To monitor and evaluate the impact of the provincial economic projects, programmes and initiatives.

An increase of 5 per cent came as a result of alignment of budget in line with the existing employees while awaiting the completion of the departmental structure. For outer years the budget has increased by 8 per cent and 5 per cent respectively.

## Programme 6: Environmental Services

Table 2.11: Summary of payment and estimates : Environmental Services

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Environ Mgt Sus Dev, Policy	24 762	18 094	6 877	8 427	7 483	7 483	7 585	7 946	8 188
Ecosystem,Biodiv&Nature Hers	8 247	14 228	21 256	12 776	21 477	21 477	23 137	25 104	26 360
Planning,Impact,Pol&Wast Mgt	6 283	4 978	16 062	30 386	19 662	19 662	18 078	17 027	19 537
Environ Mgt Sustain Resource	10 969	20 564	17 997	14 562	20 722	20 722	22 070	23 454	24 627
<b>Total payments and estimates : Environmental Ser</b>	<b>50 261</b>	<b>57 864</b>	<b>62 192</b>	<b>66 151</b>	<b>69 344</b>	<b>69 344</b>	<b>70 870</b>	<b>73 531</b>	<b>78 712</b>

Table 2.13: Summary of programme payments and estimates by economic classification : Environmental Services

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current Payments</b>	48 089	56 586	61 417	65 946	69 139	69 139	70 533	73 194	78 357
Compensation of employees	34 791	40 019	46 956	48 520	49 520	49 520	52 784	55 263	59 721
Goods and services	13 288	16 556	14 452	17 426	19 559	19 559	17 749	17 931	18 636
Interest and rent on land	10	11	9		60	60			
<b>Transfers and subsidies to:</b>	290	31	26				132	132	150
Provinces and municipalities			2						
Departmental agencies and accounts	4	18							
Universities and technikons									
Foreign government and international organisations									
Public corporations and private enterprises	255	3							
Nonprofit institutions									
Households	31	10	24				132	132	150
<b>Payment for Capital assets</b>	1 882	1 231	749	205	205	205	205	205	205
Buildings and other infrastructure									
Machinery and equipment	1 882	1 231	749	205	205	205	205	205	205
Heritage assets									
Specialised military assets									
Biological assets									
Land and subsoil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>		16							
<b>Total economic classification : Environmental Servi</b>	<b>50 261</b>	<b>57 864</b>	<b>62 192</b>	<b>66 151</b>	<b>69 344</b>	<b>69 344</b>	<b>70 870</b>	<b>73 531</b>	<b>78 712</b>

## Programme description

To ensure effective and efficient regulatory and management of the human built and natural environment. This programme consists of four sub-programmes, namely Biodiversity Management and Conservation, Environmental Quality and Protection, Environmental Planning and Coordination and Environmental Extension and Project Development.

The main services under this programme among others include the following:

- To manage and conserve biodiversity while ensuring sustainable use and equitable sharing.
- To manage and conserve biodiversity while ensuring sustainable use and equitable sharing.
- To ensure the implementation of Integrated Environmental Management (IEM) principles in government planning processes and to support environmental information management and reporting in the province.
- To increase access to capacity building interventions to all sector stakeholders in the province.

Tables 2.11 and 2.13 below provide a summary of payments and budgeted estimates pertaining to the programme over the MTEF period.

An increase by 2 per cent came as a result of alignment of budget in line with existing employees within the unit, for the outer years the budget has since increased by 3.7 per cent and 5 per cent respectively

## 7. Other programme information

### 7.1. Personnel numbers and costs

Table 2.14(b) below illustrates personnel estimates for the department per category as at 31 March 2009 to 31 March 2015.

The personnel numbers increase from 31 March 2012 onward; in accordance with the steady increase in budget for compensation of employees. The substantial increase in both personnel numbers and costs over the MTEF relate to the new organizational structure which will be implemented in phases.

Table 2.14(b): Total Personnel numbers per category : Economic Development, Environments, Conservation, and Tourism

R thousand	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	as at 31 march 2015
Management	18	20	21	20	22	22	22
Middle management	37	39	43	43	46	46	46
Other staff	349	366	374	248	325	325	325
Professional staff	13	18	18	20	20	20	20
Contract staff				6	6	6	6
<b>Total personnel numbers</b>	<b>417</b>	<b>443</b>	<b>456</b>	<b>337</b>	<b>419</b>	<b>419</b>	<b>419</b>
Total provincial Personnel numbers cost	133 434	155 650	173 630	115 107	122 032	133 335	139 247
Unit cost(R thousand)	320	351	381	342	291	318	332

### 7.2. Training

Table 2.16(a) gives summary of the departmental spending and information on training per programme over the seven-year period. The amounts reflected pertain to capacitating and improving the skills of the staff of the department.

The significant increase in most programmes can be attributed to the Learnership programme aimed at skills development and also the creation of an available resource pool resulting in the creation of employment opportunities.

Table 2.16(a): Payments on training : Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Administration	143	154		154	154	154	154	154	154
of which									
sustainable and travel									
Payment on tuition	143	154		154	154	154	154	154	154
<b>Total payment on training</b>	<b>143</b>	<b>154</b>		<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>

Table 2.16(b): Payments on training : Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Number of staff	71	71	124						
Number of personnel trained	71	71	124						
of which									
Male	28	28	54						
Female	43	43	70						
Number of training opportunities									
of which									
Tertiary									
Workshops									
Seminars									
Other									
Number of bursaries offered									
External									
Internal									
Number of items appointed									
Number of Learnerships appointed									

Table B.1: specification of receipts

The following information must be presented in annexure to each Vote:

Table B.1: Specification of receipts Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
<b>Tax receipts</b>	57 073	67 139	72 795	81 750	81 750	81 750	86 665	91 853	97 198
Casino taxes	51 320	60 638	65 319	74 413	74 413	74 413	78 877	83 611	88 627
Horse racing	3 648	4 189	4 634	4 884	4 884	4 884	5 178	5 488	5 817
Liquor licenses	2 105	2 312	2 842	2 453	2 453	2 453	2 610	2 754	2 754
Motor vehicle licenses									
<b>Sale of goods &amp; services other than capital assets</b>		2 205	83	2 689	3 938	3 938	4 689	5 238	5 567
Sale of goods & services produced by department (excl)		2 205	83	2 689	3 938	3 938	4 689	5 238	5 567
Sales by market establishments									
Administrative fees		2 205	83	2 689	3 938	3 938	4 689	5 238	5 567
Other sales									
Sale of scrap, waste, arms & other used current goods									
<b>Transfer received from</b>									
Other governmental units									
universities and technikons									
Foreign governments									
International organisation									
Public corporations and private enterprises									
Households and non-profit institutions									
<b>Fines, penalties and forfeits</b>					650	650	700	750	750
<b>Interest, dividends &amp; rent on land:</b>		124							
Interest		124							
Dividends									
Rent on land									
<b>Sale of capital assets</b>									
Land and subsoil assets									
Other capital assets (specify)									
<b>Transactions in financial assets and liabilities</b>			1 025						
<b>Total provincial own receipts</b>	57 073	69 468	73 903	84 439	86 338	86 338	92 054	97 841	103 515

Table B.3: Departmental summary of payment and estimates by economic classification : - Economic Development, Environments, Conservation, and Tourism

R thousand	outcome			Main	Adjusted	Revised	Medium term estimates		
	2008/09	2009/10	2010/11	Appropriation	Appropriation	Estimate	2012/13	2013/14	2014/15
<b>Currents payments</b>	264 735	302 439	310 969	216 304	220 046	220 046	201 861	218 433	234 048
Compensation of employees:	133 434	155 650	173 630	111 144	115 107	115 107	122 032	133 335	139 247
Salaries & wages	123 621	143 744	151 546	99 361	100 189	100 189	101 372	113 025	115 594
Social contributions (employer share)	9 813	11 906	22 084	11 783	14 918	14 918	20 660	20 310	23 653
Goods and services	131 291	146 778	137 277	105 160	104 789	104 789	79 829	85 098	94 801
of which									
specify item									
specify item									
Interest and rent on land	10	11	62		150	150			
Interest			53		90	90			
Rent on land	10	11	9		60	60			
<b>Transfer and subsidies to:</b>	79 018	103 880	80 456	238 791	236 791	236 791	224 301	244 034	260 384
Provincial and municipalities		7 500	12 157						
Provinces			2						
Provincial Revenue Funds			2						
Provincial agencies and Funds									
Municipalities		7 500	12 155						
Municipalities									
Municipalities agencies and Funds		7 500	12 155						
Departmental Agencies and accounts	46 186	56 246	47 033	174 515	174 460	174 460	186 844	197 065	206 918
Social security funds									
Agencies	46 186	56 246	47 033	174 515	174 460	174 460	186 844	197 065	206 918
Other Transfers to departmental agencies	46 186	56 246	47 033	174 515	174 460	174 460	186 844	197 065	206 918
Universities and technikons									
Foreign governments and international organisations									
Public Corporations and private enterprises	255	3		64 276	62 276	62 276	37 280	46 800	53 266
Public Corporations		3		64 276	62 276	62 276	37 280	46 800	53 266
Subsidies on production									
Other transfers		3		64 276	62 276	62 276	37 280	46 800	53 266
Private enterprises	255								
Subsidies on production									
Other transfers	255								
Non-profit organisations	32 546	40 121	21 107						
Households:	31	10	159		55	55	177	169	200
Social Benefits	31	10	24		55	55	177	169	200
Other transfers to households			135						
<b>Payment for capital assets</b>	51 036	16 809	11 585	755	1 205	1 205	783	1 282	2 174
Buildings and other fixed structures	46 261	5 401	4 009						
Buildings	46 261	5 401	4 009						
Other fixed structures									
Machinery and equipment	4 753	11 408	7 576	755	1 205	1 205	783	1 282	2 174
Transport equipment			3 261						
Other machinery and equipment	4 753	11 408	4 315	755	1 205	1 205	783	1 282	2 174
Heritage assets	22								
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>		16							
<b>Total economic classification</b>	394 789	423 144	403 010	455 850	458 042	458 042	426 945	463 749	496 606



**Table B.3 (a) : Payment and estimates by economic classification : Administration**

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Currents payments</b>	50 832	54 010	51 174	100 657	107 201	107 201	87 000	99 045	103 688
Compensation of employees:	25 816	28 747	35 606	27 569	30 251	30 251	34 688	40 471	40 041
Salaries & wages	22 297	23 446	30 818	23 921	26 581	26 581	30 769	36 208	35 516
Social contributions (employer share)	3 519	5 301	4 788	3 648	3 670	3 670	3 919	4 263	4 525
Goods and services	25 016	25 263	15 561	73 088	76 860	76 860	52 312	58 574	63 647
of which									
specify item									
specify item									
Interest and rent on land			7		90	90			
Interest			7		90	90			
Rent on land									
<b>Transfer and subsidies to:</b>	3 941	1 106	355	55	1 055	1 055	167	170	190
Provincial and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and Funds									
Municipalities									
Municipalities									
Municipalities agencies and Funds									
Departmental Agencies and accounts	102	106	220	55			122	133	140
Social security funds									
Agencies	102	106	220	55			122	133	140
	102	106	220	55			122	133	140
Universities and technikons									
Foreign governments and international organisations									
Public Corporations and private enterprises					1 000	1 000			
Public Corporations					1 000	1 000			
Subsidies on production									
Other transfers					1 000	1 000			
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit organisations	3 839	1 000							
Households:			135		55	55	45	37	50
Social Benefits					55	55	45	37	50
Other transfers to households			135						
<b>Payment for capital assets</b>	294	1 740	610	550	1 000	1 000	578	1 077	1 969
Buildings and other fixed structures			42						
Buildings			42						
Other fixed structures									
Machinery and equipment	294	1 740	568	550	1 000	1 000	578	1 077	1 969
Transport equipment									
Other machinery and equipment	294	1 740	568	550	1 000	1 000	578	1 077	1 969
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Administration</b>	<b>55 067</b>	<b>56 856</b>	<b>52 139</b>	<b>101 262</b>	<b>109 256</b>	<b>109 256</b>	<b>87 745</b>	<b>100 292</b>	<b>105 847</b>

Table B.3 (b) : Payment and estimates by economic classification : Integrated Econ Develop Serv

R thousand	outcome			Main	Adjusted	Revised	Medium term estimates		
	2008/09	2009/10	2010/11	Appropriation	Appropriation	Estimate	2012/13	2013/14	2014/15
<b>Currents payments</b>	34 299	30 342	31 886	16 770	14 584	14 584	13 324	14 248	14 821
Compensation of employees:	13 659	15 123	15 442	9 763	10 694	10 694	10 154	11 048	11 601
Salaries & wages	12 699	14 143	13 509	9 517	9 543	9 543	8 144	8 862	9 305
Social contributions (employer share)	960	980	1 933	246	1 151	1 151	2 010	2 186	2 296
Goods and services	20 640	15 219	16 441	7 007	3 890	3 890	3 170	3 200	3 220
of which									
specify item									
specify item									
Interest and rent on land			3						
Interest			3						
Rent on land									
<b>Transfer and subsides to:</b>	46 162	55 772	56 723	21 500	21 500	21 500	11 561	12 162	12 819
Provincial and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and Funds									
Municipalities									
Municipalities									
Municipalities agencies and Funds									
Departmental Agencies and accounts	44 080	54 122	46 813						
Social security funds									
Agencies	44 080	54 122	46 813						
Universities and technikons									
Foreign governments and international organisations									
Public Corporations and private enterprises				21 500	21 500	21 500	11 561	12 162	12 819
Public Corporations				21 500	21 500	21 500	11 561	12 162	12 819
Subsidies on production									
Other transfers				21 500	21 500	21 500	11 561	12 162	12 819
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit organisations	2 082	1 650	9 910						
Households:									
Social Benefits									
Other transfers to households									
<b>Payment for capital assets</b>	187	132	159						
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	187	132	159						
Transport equipment									
Other machinery and equipment	187	132	159						
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Integrated Econ Dev</b>	80 648	86 246	88 768	38 270	36 084	36 084	24 885	26 410	27 640

Table B.3 (c) : Payment and estimates by economic classification : Trade & Industry Promotion

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Currents payments</b>	54 044	57 004	62 573	12 252	7 919	7 919	10 226	9 427	13 535
Compensation of employees:	23 335	27 339	30 078	6 728	7 026	7 026	6 259	6 810	7 152
Salaries & wages	23 335	27 339	27 621	5 843	6 141	6 141	5 821	6 334	6 651
Social contributions (employer share)			2 457	885	885	885	438	476	501
Goods and services	30 709	29 665	32 482	5 524	893	893	3 967	2 617	6 383
of which									
specify item									
specify item									
Interest and rent on land			13						
Interest			13						
Rent on land									
<b>Transfer and subsidies to:</b>	13 625	22 340	10 170	188 731	185 731	185 731	182 503	200 011	214 088
Provincial and municipalities		7 500	10 170						
Provinces									
Provincial Revenue Funds									
Provincial agencies and Funds									
Municipalities		7 500	10 170						
Municipalities									
Municipalities agencies and Funds		7 500	10 170						
Departmental Agencies and accounts				145 955	145 955	145 955	156 784	165 373	173 641
Social security funds									
Agencies				145 955	145 955	145 955	156 784	165 373	173 641
Universities and technikons									
Foreign governments and international organisations									
Public Corporations and private enterprises				42 776	39 776	39 776	25 719	34 638	40 447
Public Corporations				42 776	39 776	39 776	25 719	34 638	40 447
Subsidies on production									
Other transfers				42 776	39 776	39 776	25 719	34 638	40 447
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit organisations	13 625	14 840							
Households:									
Social Benefits									
Other transfers to households									
<b>Payment for capital assets</b>	45 375	10 906	8 379						
Buildings and other fixed structures	44 068	5 401	3 327						
Buildings	44 068	5 401	3 327						
Other fixed structures									
Machinery and equipment	1 285	5 505	5 052						
Transport equipment			3 261						
Other machinery and equipment	1 285	5 505	1 791						
Heritage assets	22								
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Trade &amp; Industry Pro</b>	113 044	90 250	81 122	200 983	193 650	193 650	192 729	209 438	227 623

Table B.3 (d) : Payment and estimates by economic classification : Business Regulate&amp;Governance

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Currents payments</b>	70 092	101 316	99 225	13 578	16 427	16 427	15 732	17 065	17 919
Compensation of employees:	31 698	44 115	41 461	12 526	13 579	13 579	14 220	15 470	16 245
Salaries & wages	31 698	44 115	35 605	11 383	11 813	11 813	12 695	13 811	14 503
Social contributions (employer share)			5 856	1 143	1 766	1 766	1 525	1 659	1 742
Goods and services	38 394	57 201	57 734	1 052	2 848	2 848	1 512	1 595	1 674
of which									
specify item									
specify item									
Interest and rent on land			30						
Interest			30						
Rent on land									
<b>Transfer and subsidies to:</b>	15 000	24 631	13 182	28 505	28 505	28 505	29 938	31 559	33 137
Provincial and municipalities			1 985						
Provinces									
Provincial Revenue Funds									
Provincial agencies and Funds									
Municipalities			1 985						
Municipalities									
Municipalities agencies and Funds			1 985						
Departmental Agencies and accounts	2 000	2 000		28 505	28 505	28 505	29 938	31 559	33 137
Social security funds									
Agencies	2 000	2 000		28 505	28 505	28 505	29 938	31 559	33 137
Universities and technikons									
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 organisations	13 000	22 631	11 197						
Households:									
Social Benefits									
Other transfers to households									
<b>Payment for capital assets</b>	3 298	2 800	1 688						
Buildings and other fixed structures	2 193		640						
Buildings	2 193		640						
Other fixed structures									
Machinery and equipment	1 105	2 800	1 048						
Transport equipment									
Other machinery and equipment	1 105	2 800	1 048						
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Business Regulate&amp;G</b>	88 390	128 747	114 095	42 083	44 932	44 932	45 670	48 624	51 056

**Table B.3 (e) : Payment and estimates by economic classification : Economic Planning**

R thousand	outcome			Main	Adjusted	Revised	Medium term estimates		
	2008/09	2009/10	2010/11	Appropriation	Appropriation	Estimate	2012/13	2013/14	2014/15
<b>Currents payments</b>	7 379	3 181	4 694	7 101	4 776	4 776	5 046	5 454	5 728
Compensation of employees:	4 135	307	4 087	6 038	4 037	4 037	3 927	4 273	4 487
Salaries & wages	3 598	268	3 547	5 431	3 543	3 543	3 369	3 665	3 848
Social contributions (employer share)	537	39	540	607	494	494	558	608	639
Goods and services	3 244	2 874	607	1 063	739	739	1 119	1 181	1 241
<i>of which</i>									
<i>specify item</i>									
<i>specify item</i>									
Interest and rent on land									
Interest									
Rent on land									
<b>Transfer and subsidies to:</b>									
Provincial and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and Funds									
Municipalities									
Municipalities									
Municipalities agencies and Funds									
Departmental Agencies and accounts									
Social security funds									
Agencies									
Universities and technikons									
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 organisations									
Households:									
Social Benefits									
Other transfers to households									
<b>Payment for capital assets</b>									
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment									
Transport equipment									
Other machinery and equipment									
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>									
<b>Total economic classification : Economic Planning</b>	<b>7 379</b>	<b>3 181</b>	<b>4 694</b>	<b>7 101</b>	<b>4 776</b>	<b>4 776</b>	<b>5 046</b>	<b>5 454</b>	<b>5 728</b>

Table B.3 (f) : Payment and estimates by economic classification : Environmental Services

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Currents payments</b>	48 089	56 586	61 417	65 946	69 139	69 139	70 533	73 194	78 357
Compensation of employees:	34 791	40 019	46 956	48 520	49 520	49 520	52 784	55 263	59 721
Salaries & wages	29 994	34 433	40 446	43 266	42 568	42 568	40 574	44 145	45 771
Social contributions (employer share)	4 797	5 586	6 510	5 254	6 952	6 952	12 210	11 118	13 950
Goods and services	13 288	16 556	14 452	17 426	19 559	19 559	17 749	17 931	18 636
of which									
specify item									
specify item									
Interest and rent on land	10	11	9		60	60			
Interest									
Rent on land	10	11	9		60	60			
<b>Transfer and subsidies to:</b>	290	31	26				132	132	150
Provincial and municipalities			2						
Provinces			2						
Provincial Revenue Funds			2						
Provincial agencies and Funds									
Municipalities									
Municipalities									
Municipalities agencies and Funds									
Departmental Agencies and accounts	4	18							
Social security funds									
Agencies	4	18							
Universities and technikons									
Foreign governments and international organisations									
Public Corporations and private enterprises	255	3							
Public Corporations		3							
Subsidies on production									
Other transfers		3							
Private enterprises	255								
Subsidies on production									
Other transfers	255								
Non-profit organisations									
Households:	31	10	24				132	132	150
Social Benefits	31	10	24				132	132	150
Other transfers to households									
<b>Payment for capital assets</b>	1 882	1 231	749	205	205	205	205	205	205
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	1 882	1 231	749	205	205	205	205	205	205
Transport equipment									
Other machinery and equipment	1 882	1 231	749	205	205	205	205	205	205
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payment for financial assets</b>		16							
<b>Total economic classification : Environmental Servi</b>	50 261	57 864	62 192	66 151	69 344	69 344	70 870	73 531	78 712

**Table B.4: Summary of Payments and estimates by economic classification: "Goods and Services level 4 items" included in Table B.3**

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current payments</b>									
.....									
<b>Goods and services</b>	131 291	146 778	137 277	105 160	104 789	104 789	79 828	85 097	94 800
Administrative fees	916	589	442	382	408	408	419	479	444
Advertising	1 596	1 844	10 450	992	668	668	751	604	551
Assets <R5000	27 475	32 325	3 833	1 275	756	756	320	397	382
Audit cost: External	1 937	3 225	3 200	1 895	1 670	1 670	1 770	2 300	2 500
Bursaries (employees)	1 200	1 596							
Catering: Departmental activities	8 976	10 258	8 345	1 333	2 450	2 450	1 483	1 507	1 629
Communication	4 753	5 725	5 097	2 882	2 671	2 671	2 730	2 465	2 694
Computer services	3 406	2 532	3 023	657	647	647	557	565	571
Cons/prof. Business & advisory services	10 164	8 057	1 722	3 583	3 167	3 167	3 082	3 028	3 246
Cons/prof. Infrastructure & planning	1 035	3 818	2 251		580	580	580	580	580
Cons/prof. Laboratory services									
Cons/prof. Legal cost	4 279	840	568	2 137	864	864	862	862	862
Contractors	10 614	12 244	16 047	5 731	776	776	3 965	2 746	5 473
Agency & support/outsourced services	7 901	5 486	172	54 419	51 951	51 951	26 609	31 609	33 157
Entertainment	8								
Fleet Services	7 578	4 959	4 000	5					
Housing	1	4							
Inventory: Food and food supplies	145	112	94	206	170	170	172	167	171
Inventory: Fuel, oil and gas	139	128	5						
Inventory: Learn & teacher support material	7 565	8 928	11 618	43	68	68	68	68	68
Inventory: Raw materials	48	6	97	96	74	74	70	70	108
Inventory: Medical supplies	3 035	3 065	1						
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	9 373	13 004	6 027	786	710	710	636	550	550
Inventory: Stationery and printing	2 806	2 636	3 484	3 575	3 237	3 237	3 077	3 160	3 293
Lease payments	1 446	1 234	5 821	10 875	9 436	9 436	11 263	11 466	12 289
Rental and hiring					700	700	500	500	719
Property payments	1 065	4 007	10 691	2 289	2 731	2 731	2 561	2 561	2 561
Transport provided as departmental activity	2 512	4 218	11 344		312	312	60	60	60
Travel and subsistence	9 482	12 004	23 484	9 376	16 083	16 083	16 457	15 366	18 805
Training & staff development	416	293	2 274	1 175	965	965	766	655	655
Operating expenditure	459	1 074	1 261	290	2 300	2 300	226	2 487	2 507
Venues and facilities	961	2 567	1 926	1 158	1 395	1 395	844	845	925
Outsources maintenance									
<b>Total economic classification</b>	<b>131 291</b>	<b>146 778</b>	<b>137 277</b>	<b>105 160</b>	<b>104 789</b>	<b>104 789</b>	<b>79 828</b>	<b>85 097</b>	<b>94 800</b>

**2012/13 Estimates of Provincial Revenue and Expenditure**

**Administration**

R thousand	outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current payments</b>									
.....									
<b>Goods and services</b>	25 016	25 263	15 561	73 088	76 860	76 860	52 311	58 573	63 646
Administrative fees	283	197	154	95	234	234	271	331	296
Advertising	525	794	1 524	455	331	331	620	474	319
Assets <R5000	82	100	100		110	110	128	198	168
Audit cost: External	798	406	3 200	1 670	1 670	1 670	1 770	2 300	2 500
Bursaries (employees)	1 200	1 500							
Catering: Departmental activities	4 105	4 205	568	500	691	691	693	732	692
Communication	66	116	674	1 601	1 529	1 529	1 546	1 570	1 502
Computer services	62	62	129	257	257	257	257	257	257
Cons/prof. Business & advisory services	5 343	6 211		5	5	5	5	5	5
Cons/prof. Infrastructure & planning									
Cons/prof. Laboratory services									
Cons/prof. Legal cost			350	227	167	167	165	165	165
Contractors	3 343	3 519	992	200	116	116	102	116	116
Agency & support/outourced services	342	826	14	50 092	50 113	50 113	25 048	30 048	31 668
Entertainment	8								
Fleet Services	4	8	235	5					
Housing		4							
Inventory: Food and food supplies	97	97	36	90	85	85	90	85	85
Inventory: Fuel, oil and gas	5								
Inventory: Learn & teacher support material			58	10	35	35	35	35	35
Inventory: Raw materials	1	1	3		8	8	8	8	8
Inventory: Medical supplies	3 030	3 030							
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	272	279	96	146	206	206	203	206	206
Inventory: Stationery and printing	1 544	546	926	1 168	961	961	964	999	1 012
Lease payments	166	166	273	8 915	8 415	8 415	10 076	10 127	10 909
Rental and hiring									
Property payments	2	2	536	1 676	1 585	1 585	1 620	1 620	1 620
Transport provided as departmental activity			54						
Travel and subsistence	3 120	2 496	4 439	4 842	7 252	7 252	7 732	6 418	9 171
Training & staff development	293	293	286	1 004	794	794	611	500	500
Operating expenditure	184	184	574	73	2 001	2 001	102	2 093	2 113
Venues and facilities	141	221	340	57	295	295	265	286	299
Outsources maintenance									
<b>Total G &amp; S : Administration</b>	<b>25 016</b>	<b>25 263</b>	<b>15 561</b>	<b>73 088</b>	<b>76 860</b>	<b>76 860</b>	<b>52 311</b>	<b>58 573</b>	<b>63 646</b>



**Integrated Econ Develop Serv**

R thousand	outcome			Main	Adjusted	Revised	Medium term estimates		
	2008/09	2009/10	2010/11	Appropriation	Appropriation	Estimate	2012/13	2013/14	2014/15
				2011/12					
<b>Current payments</b>									
<b>Goods and services</b>	20 640	15 219	16 441	7 007	3 890	3 890	3 170	3 200	3 220
Administrative fees	335	260		5	3	3	3	3	3
Advertising	95	100	498	54	54	54			
Assets <R5000	3 901	3 220	294	17	17	17			
Audit cost: External	650	1 000							
Bursaries (employees)									
Catering: Departmental activities	1 529	1 416	2 075	112	308	308	150	180	200
Communication	350	160	943	61	61	61	50	50	50
Computer services	50	78	77						
Cons/prof: Business & advisory services	102	106	177						
Cons/prof: Infrastructre & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	1 385	190	218						
Contractors	1 794	2 240	2 330	22	22	22	14	14	14
Agency & support/outourced services	3 408	2 393	106	4 324	1 507	1 507	1 200	1 200	1 200
Entertainment									
Fleet Services	1 735	1 940	1 930						
Housing									
Inventory: Food and food supplies			3	7	9	9	10	10	10
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material	229								
Inventory: Raw materials				1	1	1			
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	904	852	331						
Inventory: Stationery and printing	130		492	402	402	402	270	270	270
Lease payments	57		169	127	127	127	127	127	127
Rental and hiring									
Property payments	432	37	1 137						
Transport provided as departmental activity	1 870	350	2 376						
Travel and subsistence	1 300	600	1 622	1 123	1 132	1 132	1 132	1 132	1 132
Training & staff development			668	16	16	16			
Operating expenditure			273	7	7	7			
Venues and facilities	384	277	722	729	224	224	214	214	214
Outsources maintenance									
<b>Total G &amp; S :Integrated Econ Develop Serv</b>	<b>20 640</b>	<b>15 219</b>	<b>16 441</b>	<b>7 007</b>	<b>3 890</b>	<b>3 890</b>	<b>3 170</b>	<b>3 200</b>	<b>3 220</b>

## Trade &amp; Industry Promotion

	outcome			Main Appropriation	Adjusted Appropriation 2011/12	Revised Estimate	Medium term estimates		
R thousand	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Current payments									
.....									
Goods and services	30 709	29 665	32 482	5 524	893	893	3 967	2 617	6 383
Administrative fees	96		97	5					
Advertising	480		645	166	101	101			100
Assets <R5000	8 446	7 097	1 711	7					
Audit cost: External	25								
Bursaries (employees)									
Catering: Departmental activities	832	791	533	15	84	84	63		130
Communication	255	247	303	40					
Computer services	1 749	1 918	2 449						
Cons/prof: Business & advisory services									
Cons/prof: Infrastructre & planning	205								
Cons/prof: Laboratory services									
Cons/prof: Legal cost	90	100							
Contractors	2 800	2 925	9 355	5 188	178	178	3 407	2 174	4 901
Agency & support/outsourced services	2 082	951	18						
Entertainment									
Fleet Services	120	159							
Housing	1								
Inventory: Food and food supplies			2	10					
Inventory: Fuel, oil and gas	127	127	3						
Inventory:Learn & teacher support material	7 216	8 928	11 560						
Inventory: Raw materials	1				5	5	2	2	40
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	5 158	3 881	39						
Inventory: Stationery and printing	126	550	366	11	65	65	58	58	130
Lease payments			33		35	35	40	40	80
Rental and hiring									
Property payments	19	400	1 902						
Transport provided as departmental activity	578	628	49						
Travel and subsistence		574	1 941	82	365	365	347	343	952
Training & staff development			762						
Operating expenditure	1	109	372		5	5			
Venues and facilities	302	280	342		55	55	50		50
Outsources maintenance									
Total G & S :Trade & Industry Promotion	30 709	29 665	32 482	5 524	893	893	3 967	2 617	6 383

*Department of Economic Development, Environment, Conservation and Tourism*

**Business Regulate&Governance**

R thousand	outcome			Main Appropriation	Adjusted Appropriation 2011/12	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
<b>Current payments</b>									
.....									
<b>Goods and services</b>	38 394	57 201	57 734	1 052	2 848	2 848	1 512	1 595	1 674
Administrative fees	200	130	32						
Advertising	200	700	7 639		31	31			
Assets <R5000	14 748	21 148	1 342		5	5			
Audit cost: External									
Bursaries (employees)		96							
Catering: Departmental activities	1 960	3 065	4 859	181	891	891	205	223	230
Communication	3 200	4 280	2 361	18	36	36	34	34	42
Computer services	1 165	460							
Cons/prof: Business & advisory services	1 150	1 740	1 377						
Cons/prof: Infrastructre & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	2 185	423							
Contractors	2 344	2 944	3 203	30	13	13			
Agency & support/outsourced services	2 062	841	33						
Entertainment									
Fleet Services	5 694	2 840	1 833						
Housing									
Inventory: Food and food supplies			18	1	7	7	8	8	12
Inventory: Fuel, oil and gas			2						
Inventory:Learn & teacher support material									
Inventory: Raw materials			2						
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	2 796	7 743	5 368	1	24	24	20	21	21
Inventory: Stationery and printing		78	438	152	206	206	405	419	423
Lease payments	690		4 596		69	69	54	56	57
Rental and hiring									
Property payments		2 675	6 003						
Transport provided as departmental activity		3 187	8 863		252	252			
Travel and subsistence		3 138	8 812	644	806	806	676	704	751
Training & staff development			424						
Operating expenditure			22						
Venues and facilities		1 713	507	25	508	508	110	130	138
Outsources maintenance									
<b>Total G &amp; S :Business Regulate&amp;Governance</b>	<b>38 394</b>	<b>57 201</b>	<b>57 734</b>	<b>1 052</b>	<b>2 848</b>	<b>2 848</b>	<b>1 512</b>	<b>1 595</b>	<b>1 674</b>

**2012/13 Estimates of Provincial Revenue and Expenditure**

**Economic Planning**

R thousand	outcome			Main Appropriation	Adjusted Appropriation 2011/12	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
<b>Current payments</b>									
.....									
<b>Goods and services</b>	3 244	2 874	607	1 063	739	739	1 119	1 181	1 241
Administrative fees				24					
Advertising	12								
Assets <R5000	10			60	23	23	23	23	23
Audit cost: External	464	1 631							
Bursaries (employees)									
Catering: Departmental activities	122	448	31	79	60	60	85	85	90
Communication	24	18	16	30	15	15	15	15	15
Computer services	29		89	30	150	150	125	133	138
Cons/prof: Business & advisory services	2 191			400			415	452	447
Cons/prof: Infrastructre & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors		23							
Agency & support/outsourced services		475							
Entertainment									
Fleet Services									
Housing									
Inventory: Food and food supplies			2	40	10	10	10	10	10
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material									
Inventory: Raw materials									
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables									
Inventory: Stationery and printing	43	98	96		106	106	80	87	131
Lease payments	2	35	17		15	15	15	15	15
Rental and hiring									
Property payments				60	30	30	30	30	30
Transport provided as departmental activity	4	53	2						
Travel and subsistence	245	93	354	171	191	191	192	192	194
Training & staff development	16								
Operating expenditure									
Venues and facilities	82			169	139	139	129	139	148
Outsources maintenance									
<b>Total G &amp; S :Economic Planning</b>	<b>3 244</b>	<b>2 874</b>	<b>607</b>	<b>1 063</b>	<b>739</b>	<b>739</b>	<b>1 119</b>	<b>1 181</b>	<b>1 241</b>

*Department of Economic Development, Environment, Conservation and Tourism*

**Environmental Services**

R thousand	outcome			Main Appropriation	Adjusted Appropriation 2011/12	Revised Estimate	Medium term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
<b>Current payments</b>									
.....									
<b>Goods and services</b>	13 288	16 556	14 452	17 426	19 559	19 559	17 749	17 931	18 636
Administrative fees	2	2	159	253	171	171	145	145	145
Advertising	284	250	144	317	151	151	131	130	132
Assets <R5000	288	760	386	1 191	601	601	169	176	191
Audit cost: External		188		225					
Bursaries (employees)									
Catering: Departmental activities	428	333	279	446	416	416	287	287	287
Communication	858	904	800	1 132	1 030	1 030	1 085	796	1 085
Computer services	351	14	279	370	240	240	175	175	176
Cons/prof: Business & advisory services	1 378		168	3 178	3 162	3 162	2 662	2 571	2 794
Cons/prof: Infrastructre & planning	830	3 818	2 251		580	580	580	580	580
Cons/prof: Laboratory services									
Cons/prof: Legal cost	619	127		1 910	697	697	697	697	697
Contractors	333	593	167	291	447	447	442	442	442
Agency & support/outsourced services	7		1	3	331	331	361	361	289
Entertainment									
Fleet Services	25	12	2						
Housing									
Inventory: Food and food supplies	48	15	33	58	59	59	54	54	54
Inventory: Fuel, oil and gas	7	1							
Inventory:Learn & teacher support material	120			33	33	33	33	33	33
Inventory: Raw materials	46	5	92	95	60	60	60	60	60
Inventory: Medical supplies	5	35	1						
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	243	249	193	639	480	480	413	323	323
Inventory: Stationery and printing	963	1 364	1 166	1 842	1 497	1 497	1 300	1 327	1 327
Lease payments	531	1 033	733	1 833	775	775	951	1 101	1 101
Rental and hiring					700	700	500	500	719
Property payments	612	893	1 113	553	1 116	1 116	911	911	911
Transport provided as departmental activity	60				60	60	60	60	60
Travel and subsistence	4 817	5 103	6 316	2 514	6 337	6 337	6 378	6 577	6 605
Training & staff development	107		134	155	155	155	155	155	155
Operating expenditure	274	781	20	210	287	287	124	394	394
Venues and facilities	52	76	15	178	174	174	76	76	76
Outsources maintenance									
<b>Total G &amp; S :Environmental Services</b>	<b>13 288</b>	<b>16 556</b>	<b>14 452</b>	<b>17 426</b>	<b>19 559</b>	<b>19 559</b>	<b>17 749</b>	<b>17 931</b>	<b>18 636</b>

Entity	Invest North West						
Summary of revenue and expenses							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	717	230	264	337	362	388	412
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees	-	-	-	-	-	-	-
Sales by market establishments	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Fines penalties and forfeits	-	-	-	-	-	-	-
Interest, dividends and rent on land	664	209	180	225	238	252	268
Other non-tax revenue	53	21	84	112	124	136	144
Transfers received	15,487	16,416	17,402	19,627	20,824	21,969	22,720
Sale of capital assets	-	-	-	-	-	-	-
Total revenue	16,204	16,646	17,666	19,964	21,186	22,357	23,132
Expenses							
Current expense	15,537	15,280	17,997	19,627	21,186	22,357	23,132
Compensation of employees	8,672	7,932	9,045	8,429	9,647	10,177	10,266
Use of goods and services	7,414	6,569	8,659	11,013	11,102	11,731	12,435
Depreciation	521	356	251	159	400	420	400
Unauthorised expenditure	-	-	-	-	-	-	-
Interest, dividends and rent on land	(1,071)	423	42	26	37	29	31
Interest	43	23	42	26	37	29	31
Dividends	-	-	-	-	-	-	-
Rent on land	(1,114)	400	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	15,537	15,280	17,997	19,627	21,186	22,357	23,132
Surplus / (Deficit)	668	1,366	(331)	337	0	0	0

<b>Cash flow summary</b>							
Adjust surplus / (deficit) for accrual transactions	1,635	(39)	343	381	400	420	445
Adjustments for:							
Depreciation	521	356	251	381	400	420	445
Interest	-	-	-	-	-	-	-
Net (profit) / loss on disposal of fixed assets	-	-	46	-	-	-	-
Other	1,114	(395)	46	-	-	-	-
<b>Operating surplus / (deficit) before changes in working</b>	<b>2,303</b>	<b>1,327</b>	<b>12</b>	<b>718</b>	<b>400</b>	<b>421</b>	<b>446</b>
Changes in working capital	527	(122)	1,078	-	-	-	-
(Decrease) / increase in accounts payable	399	(33)	998	-	-	-	-
Decrease / (increase) in accounts receivable	128	(90)	80	-	-	-	-
(Decrease) / increase in provisions	-	-	-	-	-	-	-
<b>Cash flow from operating activities</b>	<b>2,830</b>	<b>1,205</b>	<b>1,090</b>	<b>718</b>	<b>400</b>	<b>421</b>	<b>446</b>
Transfers from government	15,487	16,416	17,402	19,627	20,824	21,969	21,969
Of which:							
Capital	-	-	-	-	-	-	-
Current	15,487	16,416	17,402	19,627	20,824	21,969	21,969
<b>Cash flow from investing activities</b>	<b>(558)</b>	<b>(129)</b>	<b>(181)</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>
<b>Acquisition of Assets</b>	<b>(558)</b>	<b>(136)</b>	<b>(181)</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>
Land	-	-	-	-	-	-	-
Dwellings	-	-	-	-	-	-	-
Non- Residential Buildings	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-
Other Structures (Infrastructure Assets)	-	-	-	-	-	-	-
Mineral and Similar Non - Regenerative Resources	-	-	-	-	-	-	-
Capital Work in Progress	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-
Biological Assets	-	-	-	-	-	-	-
Computer equipment	(51)	(26)	(122)	(130)	(50)	(50)	(110)
Furniture and Office equipment	(372)	(72)	(30)	(40)	(120)	(120)	(60)
Other Machinery and equipment	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-
Computer Software	-	-	-	-	-	-	-
Mastheads and Publishing titles	-	-	-	-	-	-	-
Patents, Licences, Copyrights, Brand names and Trademarks	-	-	-	-	-	-	-
Recipes, Formulae, Prototypes, Designs and Models	-	-	-	-	-	-	-
Service and Operating Rights	-	-	-	-	-	-	-
Other Intangibles	(135)	(38)	(30)	(40)	(40)	(40)	(40)
<b>Other flows from Investing Activities</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other 1	-	7	-	-	-	-	-
Other 2	-	-	-	-	-	-	-
<b>Cash flow from financing activities</b>	<b>249</b>	<b>(66)</b>	<b>(63)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Deferred Income	-	-	-	-	-	-	-
Borrowing Activities	249	(66)	(63)	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>2,521</b>	<b>1,010</b>	<b>846</b>	<b>508</b>	<b>190</b>	<b>211</b>	<b>236</b>

**2012/13 Estimates of Provincial Revenue and Expenditure**

<b>Balance Sheet Data</b>							
<b>Carrying Value of Assets</b>	<b>2,693</b>	<b>2,863</b>	<b>2,739</b>	<b>2,488</b>	<b>2,352</b>	<b>2,147</b>	<b>1,907</b>
Investment Property	1,200	1,600	1,600	1,600	1,600	1,600	1,600
Computer equipment	261	180	224	258	208	153	163
Furniture and Office equipment	622	513	367	217	137	47	(93)
Other Intangibles	610	571	548	413	407	347	237
<b>Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Floating	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-
1<5 Years	-	-	-	-	-	-	-
5<10 Years	-	-	-	-	-	-	-
>10 Years	-	-	-	-	-	-	-
<b>Cash and Cash Equivalents</b>	<b>2,889</b>	<b>4,747</b>	<b>5,599</b>	<b>6,350</b>	<b>6,008</b>	<b>5,711</b>	<b>5,233</b>
Bank	2,887	4,687	5,532	6,350	6,008	5,711	5,233
Cash on Hand	2	2	2	-	-	-	-
Other	-	58	65	-	-	-	-
<b>Receivables and Prepayments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade Receivables	-	-	-	-	-	-	-
Other Receivables	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-
Accrued Income	-	-	-	-	-	-	-
<b>Inventory</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade	-	-	-	-	-	-	-
Other	-	-	8	-	-	-	-
<b>Total Assets</b>	<b>5,582</b>	<b>7,610</b>	<b>8,337</b>	<b>8,838</b>	<b>8,360</b>	<b>7,858</b>	<b>7,140</b>
<b>Capital and Reserves</b>	<b>6,479</b>	<b>5,617</b>	<b>6,203</b>	<b>6,540</b>	<b>6,540</b>	<b>5,983</b>	<b>5,396</b>
Share Capital and Premium	-	-	-	-	-	-	-
Accumulated Reserves	5,811	4,251	6,417	6,203	6,540	5,983	5,396
Surplus / (Deficit)	668	1,366	(331)	337	0	0	0
Other	-	-	117	-	-	-	-
<b>Borrowings</b>	<b>366</b>	<b>229</b>	<b>166</b>	<b>106</b>	<b>53</b>	<b>-</b>	<b>-</b>
Floating	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-
1<5 Years	94	63	71	44	19	-	-
5<10 Years	272	166	95	62	34	-	-
>10 Years	-	-	-	-	-	-	-
<b>Post Retirement Benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Present value of Funded obligations	-	-	-	-	-	-	-
Unrecognised transitional liabilities	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Trade and Other Payables</b>	<b>582</b>	<b>1,070</b>	<b>1,675</b>	<b>1,776</b>	<b>1,883</b>	<b>1,995</b>	<b>2,115</b>
Trade Payables	-	528	789	836	887	940	996
Accrued Interest	-	-	-	-	-	-	-
Other	582	541	886	940	996	1,056	1,119
<b>Deferred Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>	<b>520</b>	<b>-</b>	<b>392</b>	<b>416</b>	<b>440</b>	<b>467</b>	<b>495</b>
Leave pay provision	520	-	-	-	-	-	-
Other 1	-	-	392	416	440	467	495
<b>Funds Managed (e.g. Poverty Alleviation Fund)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Poverty Alleviation Fund	-	-	-	-	-	-	-
Regional Development Fund	-	-	-	-	-	-	-
Third Party Funds	-	-	-	-	-	-	-
Other 4	-	-	-	-	-	-	-
<b>Contingent Liabilities</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other 1	-	-	1	-	-	-	-



Details of personnel numbers, compensation of employees and unit cost

<b>A. Permanent and full-time-contract employees</b>	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Personnel cost (R thousand)	8,604	7,793	8,619	8,123	9,128	9,611	10,158
Personnel numbers (head count)	19	19	18	22	24	24	24
Unit cost	453	410	479	369	380	400	423
<b>B. Part-time and temporary contract employees</b>							
Personnel cost (R thousand)	-	-		36	-	-	-
Personnel numbers (head count)	-	-		1	-	-	-
Unit cost				36			
<b>C. Interns</b>							
Personnel cost (R thousand)	68	139	143	150	159	169	179
Personnel numbers (head count)	3	4	5	4	4	4	4
Unit cost	23	35	29	38	40	42	45
<b>Total for entity</b>							
Personnel cost (R thousand)	8,672	7,932	8,762	8,309	9,287	9,779	10,337
Personnel numbers (head count)	22	23	23	27	28	28	28
Unit cost	394	345	381	308	332	349	369
<b>D. Learnerships</b>							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							

Details of personnel numbers according to salary level

<b>Salary Level</b>	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Board Members	6	7	6	6	6	6	6
Executive Management	3	2	2	2	3	3	3
Senior Management	3	4	4	4	4	4	4
Middle Management	4	4	4	3	5	5	5
Professionals	-	-	-	-	-	-	-
Semi-skilled	11	12	13	16	15	15	15
Very low skilled	1	1	1	1	1	1	1
<b>Total</b>	<b>28</b>	<b>30</b>	<b>30</b>	<b>32</b>	<b>34</b>	<b>34</b>	<b>34</b>

Entity North West Development Corporation (Pty) Ltd							
Summary of revenue and expenses							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	717	6,250	7,300	337	362	388	412
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees	-	-	-	-	-	-	-
Sales by market establishments	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Fines penalties and forfeits	-	-	-	-	-	-	-
Interest, dividends and rent on land	664	6,229	7,216	225	238	252	268
Other non-tax revenue	53	21	84	112	123	136	144
Transfers received	129,812	78,997	95,792	110,977	119,690	125,774	134,286
Sale of capital assets	-	-	-	-	-	-	-
Total revenue	130,529	85,247	103,092	111,314	120,052	126,162	134,698
Expenses							
Current expense	130,529	100,886	82,841	111,314	120,052	126,162	134,698
Compensation of employees	20,171	22,267	25,153	27,809	30,034	33,338	37,339
Use of goods and services	90,411	52,520	43,863	68,097	73,530	77,207	81,067
Depreciation	905	6,740	7,080	6,266	6,579	6,908	7,148
Unauthorised expenditure	-	-	-	-	-	-	-
Interest, dividends and rent on land	19,042	19,359	6,745	9,142	9,909	8,709	9,144
Interest	19,042	19,359	6,745	9,142	9,909	8,709	9,144
Dividends	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	130,529	100,886	82,841	111,314	120,052	126,162	134,698
Surplus / (Deficit)	-	(15,639)	20,251	-	-	-	-

<b>Cash flow summary</b>						
Adjust surplus / (deficit) for accrual transactions	-	-	-	-	-	-
<b>Adjustments for:</b>						
Depreciation	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Net (profit) / loss on disposal of fixed assets	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Operating surplus / (deficit) before changes in working capital</b>	-	(15,639)	20,251	-	-	-
<b>Changes in working capital</b>						
(Decrease) / increase in accounts payable	-	-	-	-	-	-
Decrease / (increase) in accounts receivable	-	-	-	-	-	-
(Decrease) / increase in provisions	-	-	-	-	-	-
<b>Cash flow from operating activities</b>	-	(15,639)	20,251	-	-	-
Transfers from government	-	-	22,000	29,500	27,071	24,473
<i>Of which:</i>						
<i>Capital</i>	-	-	10,000	-	-	-
<i>Current</i>	-	-	12,000	29,500	27,071	24,473
<b>Cash flow from investing activities</b>	(5,994)	-	(2,197)	(37,570)	(49,000)	(52,698)
<b>Acquisition of Assets</b>	(5,994)	-	(2,197)	(37,570)	(49,000)	(52,698)
Land	-	-	-	-	-	-
Dwellings	-	-	-	-	-	-
Non- Residential Buildings	-	-	-	-	-	-
Investment Property	(5,994)	-	(915)	(37,570)	(49,000)	(51,200)
Other Structures (Infrastructure Assets)	-	-	-	-	-	-
Mineral and Similar Non - Regenerative Resources	-	-	-	-	-	-
Capital Work in Progress	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-
Biological Assets	-	-	-	-	-	-
Computer equipment	-	-	(229)	-	-	(640)
Furniture and Office equipment	-	-	-	-	-	-
Other Machinery and equipment	-	-	(84)	-	-	(258)
Specialised military assets	-	-	-	-	-	-
Transport Assets	-	-	(969)	-	-	(600)
Computer Software	-	-	-	-	-	-
Mastheads and Publishing titles	-	-	-	-	-	-
Patents, Licences, Copyrights, Brand names and Trademarks	-	-	-	-	-	-
Recipes, Formulae, Prototypes, Designs and Models	-	-	-	-	-	-
Service and Operating Rights	-	-	-	-	-	-
Other Intangibles	-	-	-	-	-	-
<b>Other flows from Investing Activities</b>	-	-	-	-	-	-
Other 1	-	-	-	-	-	-
Other 2	-	-	-	-	-	-
<b>Cash flow from financing activities</b>	-	-	-	-	-	-
Deferred Income	-	-	-	-	-	-
Borrowing Activities	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Net increase / (decrease) in cash and cash equivalents</b>	(5,994)	(15,639)	18,054	(37,570)	(49,000)	(52,698)

**2012/13 Estimates of Provincial Revenue and Expenditure**

<b>Balance Sheet Data</b>							
<b>Carrying Value of Assets</b>	<b>649,381</b>	<b>704,323</b>	<b>762,673</b>	<b>672,675</b>	<b>697,800</b>	<b>747,695</b>	<b>776,957</b>
Land	-	5,343	5,500	-	-	-	-
Non- Residential Buildings	3,423	3,423	5,500	3,423	3,423	3,423	5,500
Investment Property	517,559	570,632	629,429	543,942	559,042	596,612	650,612
Other Structures (Infrastructure Assets)	125,310	119,950	118,230	125,310	135,335	146,162	114,900
Computer equipment	377	495	659	-	-	640	707
Furniture and Office equipment	686	691	642	-	-	258	369
Other Machinery and equipment	1,729	1,597	-	-	-	600	690
Transport Assets	-	1,927	2,479	-	-	-	3,923
Computer Software	297	265	234	-	-	-	256
<b>Investments</b>	<b>25,805</b>	<b>21,735</b>	<b>10,589</b>	<b>44,174</b>	<b>48,429</b>	<b>43,941</b>	<b>43,600</b>
Floating	249	481	531	-	-	-	-
Current	14,213	9,923	531	8,712	9,877	8,709	6,600
1<5 Years	-	-	-	-	-	-	-
5<10 Years	11,343	11,331	9,527	35,462	38,552	35,232	37,000
>10 Years	-	-	-	-	-	-	-
<b>Cash and Cash Equivalents</b>	<b>61,513</b>	<b>68,109</b>	<b>115,671</b>	<b>39,881</b>	<b>24,275</b>	<b>12,281</b>	<b>9,954</b>
Bank	61,462	68,058	115,620	39,830	24,224	12,230	9,900
Cash on Hand	51	51	51	51	51	51	54
Other	-	-	-	-	-	-	-
<b>Receivables and Prepayments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade Receivables	-	-	-	-	-	-	-
Other Receivables	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-
Accrued Income	-	-	-	-	-	-	-
<b>Inventory</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade	-	-	-	-	-	-	-
Other	-	787,442	877,301	-	-	-	-
<b>Total Assets</b>	<b>736,699</b>	<b>794,167</b>	<b>888,933</b>	<b>756,730</b>	<b>770,504</b>	<b>803,917</b>	<b>830,511</b>
<b>Capital and Reserves</b>	<b>195,896</b>	<b>65,933</b>	<b>17,582</b>	<b>303,854</b>	<b>303,854</b>	<b>303,854</b>	<b>303,854</b>
Share Capital and Premium	195,896	195,896	195,896	303,854	303,854	303,854	303,854
Accumulated Reserves	-	(114,325)	(198,565)	-	-	-	-
Surplus / (Deficit)	-	(15,639)	20,251	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Borrowings</b>	<b>271,251</b>	<b>282,628</b>	<b>240,689</b>	<b>161,909</b>	<b>168,878</b>	<b>100,428</b>	<b>99,360</b>
Floating	-	-	-	-	-	-	-
Current	140,562	148,659	132,731	161,909	168,878	100,428	99,360
1<5 Years	-	-	-	-	-	-	-
5<10 Years	130,689	133,969	107,958	-	-	-	-
>10 Years	-	-	-	-	-	-	-
<b>Post Retirement Benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Present value of Funded obligations	-	-	-	-	-	-	-
Unrecognised transitional liabilities	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Trade and Other Payables</b>	<b>17,788</b>	<b>2,711</b>	<b>42,589</b>	<b>10,454</b>	<b>9,618</b>	<b>6,614</b>	<b>28,132</b>
Trade Payables	17,788	1,369	1,551	10,454	9,618	6,614	1,132
Accrued Interest	-	1,342	1,342	-	-	-	-
Other	-	-	39,696	-	-	-	27,000
<b>Deferred Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Leave pay provision	-	-	-	-	-	-	-
<b>Funds Managed (e.g. Poverty Alleviation Fund)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Poverty Alleviation Fund	-	-	-	-	-	-	-
Regional Development Fund	-	-	-	-	-	-	-
Third Party Funds	-	-	-	-	-	-	-
Other 4	-	-	-	-	-	-	-
<b>Contingent Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other 1	-	-	-	-	-	-	-

**Details of personnel numbers, compensation of employees and unit cost**

<b>A. Permanent and full-time-contract employees</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Personnel cost (R thousand)	17,671	19,767	22,403	24,809	27,034	30,338	34,339
Personnel numbers (head count)	148	151	151	151	151	151	154
Unit cost	119	131	148	164	179	201	223
<b>B. Part-time and temporary contract employees</b>							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	100	-	-	-	-	-
Unit cost		-					
<b>C. Interns</b>							
Personnel cost (R thousand)	2,500	2,500	2,750	3,000	3,000	3,000	3,000
Personnel numbers (head count)	10	10	10	12	12	12	12
Unit cost	250	250	275	250	250	250	250
<b>Total for entity</b>							
Personnel cost (R thousand)	20,171	22,267	25,153	27,809	30,034	33,338	37,339
Personnel numbers (head count)	158	261	161	163	163	163	166
Unit cost	128	85	156	171	184	205	225
<b>D. Learnerships</b>							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							

**Details of personnel numbers according to salary level**

<b>Salary Level</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Board Members	10	10	10	10	10	10	10
Executive Management	1	1	5	5	5	5	5
Senior Management	2	2	6	6	6	6	6
Middle Management	11	11	15	15	15	15	15
Professionals	-	-	-	-	-	-	-
Semi-skilled	77	80	68	70	70	70	71
Very low skilled	57	57	57	57	57	57	58
<b>Total</b>	<b>158</b>	<b>161</b>	<b>161</b>	<b>163</b>	<b>163</b>	<b>163</b>	<b>165</b>

Entity	North West Parks and Tourism Board						
Summary of revenue and expenses							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	94,986	66,026	52,681	80,341	81,528	78,380	79,009
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees							
Sales by market establishments							
Other sales							
Fines penalties and forfeits							
Interest, dividends and rent on land	4,288	3,094	2,676	2,775	2,775	2,775	2,775
Other non-tax revenue	90,698	62,932	50,005	77,566	78,753	75,605	76,234
Transfers received	112,841	119,977	127,151	126,328	135,960	143,404	150,921
Sale of capital assets							
Total revenue	207,827	186,003	179,832	206,669	217,488	221,784	229,930
Expenses							
Current expense	198,579	209,786	215,305	206,669	217,488	221,784	229,930
Compensation of employees	87,977	97,162	109,750	119,228	125,459	131,732	138,319
Use of goods and services	74,863	77,341	74,878	86,941	91,529	89,332	90,891
Depreciation	34,712	34,412	29,873	-	-	-	-
Unauthorised expenditure							
Interest, dividends and rent on land	1,027	871	804	500	500	720	720
Interest	1,027	871	804	500	500	720	720
Dividends							
Rent on land							
Transfers and subsidies							
Total expenses	198,579	209,786	215,305	206,669	217,488	221,784	229,930

Surplus / (Deficit)	9,248	(23,783)	(35,473)	-	-	-	-
<b>Cash flow summary</b>							
Adjust surplus / (deficit) for accrual transactions	(812)	30,465	29,471	2,775	2,775	2,775	2,775
Adjustments for:							
Depreciation	34,712	34,412	29,873	-	-	-	-
Interest	(4,288)	(3,094)	(480)	2,775	2,775	2,775	2,775
Net (profit) / loss on disposal of fixed assets	(240)	(853)	78				
Other	(30,996)						
<b>Operating surplus / (deficit) before changes in working capital</b>	<b>8,436</b>	<b>6,682</b>	<b>(6,002)</b>	<b>2,775</b>	<b>2,775</b>	<b>2,775</b>	<b>2,775</b>
Changes in working capital	(180)	15,663	10,307	-	-	-	-
(Decrease) / increase in accounts payable	(1,146)	7,718	2,412				
Decrease / (increase) in accounts receivable	1,680	7,707	7,902				
(Decrease) / increase in provisions	(714)	238	(7)				
<b>Cash flow from operating activities</b>	<b>8,256</b>	<b>22,345</b>	<b>4,305</b>	<b>2,775</b>	<b>2,775</b>	<b>2,775</b>	<b>2,775</b>
Transfers from government	207,827	186,003	179,832	206,669	217,488	221,784	229,930
Of which:							
Capital	112,841	119,977	127,151	126,328	135,960	143,404	150,921
Current	94,986	66,026	52,681	80,341	81,528	78,380	79,009
<b>Cash flow from investing activities</b>	<b>(2,971)</b>	<b>(989)</b>	<b>(2,208)</b>	<b>(2,775)</b>	<b>(2,775)</b>	<b>(2,649)</b>	<b>(2,649)</b>
<b>Acquisition of Assets</b>	<b>(3,211)</b>	<b>(2,185)</b>	<b>(2,232)</b>	<b>(3,178)</b>	<b>(3,564)</b>	<b>(2,649)</b>	<b>(2,649)</b>
Land							
Dwellings							
Non- Residential Buildings				(806)	(950)	(950)	(950)
Investment Property							
Other Structures (Infrastructure Assets)		(433)					
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment	(417)	(366)	(464)	(557)	(519)	(699)	(699)
Furniture and Office equipment	(1,397)	(674)	(610)	(677)	(748)	(500)	(500)
Other Machinery and equipment		(398)	(916)	(638)	(838)		
Specialised military assets							
Transport Assets	(1,397)	(314)	(242)	(500)	(509)	(500)	(500)
Computer Software							
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles							
<b>Other flows from Investing Activities</b>	<b>240</b>	<b>1,196</b>	<b>24</b>	<b>403</b>	<b>789</b>	<b>-</b>	<b>-</b>
Other 1	240	1,196	24	403	789		
Other 2							
<b>Cash flow from financing activities</b>	<b>(1,617)</b>	<b>(6,649)</b>	<b>(1,784)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Deferred Income							
Borrowing Activities							
Other	(1,617)	(6,649)	(1,784)				
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>3,668</b>	<b>14,707</b>	<b>313</b>	<b>-</b>	<b>-</b>	<b>126</b>	<b>126</b>

**2012/13 Estimates of Provincial Revenue and Expenditure**

<b>Balance Sheet Data</b>							
<b>Carrying Value of Assets</b>	<b>559,120</b>	<b>357,179</b>	<b>595,739</b>	<b>369,900</b>	<b>374,900</b>	<b>374,900</b>	<b>374,900</b>
Land	218,925	8,900	8,900	8,900	8,900	8,900	8,900
Dwellings	662						
Non- Residential Buildings		38,954	38,123	40,000	40,000	40,000	40,000
Investment Property	5,787	5,837	5,706				
Other Structures (Infrastructure Assets)			179,323				
Biological Assets	315,159	289,211	346,619	305,000	310,000	310,000	310,000
Computer equipment	1,136	861	1,411	1,000	1,000	1,000	1,000
Furniture and Office equipment	9,614	7,203	9,949	9,000	9,000	9,000	9,000
Transport Assets	7,837	6,213	5,708	6,000	6,000	6,000	6,000
Other Intangibles							
<b>Investments</b>	<b>23,076</b>	<b>23,673</b>	<b>24,152</b>	<b>25,000</b>	<b>26,000</b>	<b>27,000</b>	<b>27,000</b>
Floating							
Current							
1<5 Years							
5<10 Years							
>10 Years	23,076	23,673	24,152	25,000	26,000	27,000	27,000
<b>Cash and Cash Equivalents</b>	<b>30,384</b>	<b>43,957</b>	<b>43,469</b>	<b>51,028</b>	<b>52,029</b>	<b>53,029</b>	<b>53,029</b>
Bank	30,358	43,929	43,437	51,000	52,000	53,000	53,000
Cash on Hand	26	28	32	28	29	29	29
<b>Receivables and Prepayments</b>	<b>23,852</b>	<b>33,579</b>	<b>35,551</b>	<b>35,000</b>	<b>36,000</b>	<b>37,000</b>	<b>37,000</b>
Trade Receivables	21,072	30,799	32,771	32,000	33,000	34,000	34,000
Other Receivables	2,780	2,780	2,780	3,000	3,000	3,000	3,000
Prepaid Expenses							
Accrued Income							
<b>Inventory</b>	<b>10,295</b>	<b>10,946</b>	<b>23,954</b>	<b>11,500</b>	<b>12,000</b>	<b>12,000</b>	<b>12,500</b>
Trade	10,295	10,946	23,954	11,500	12,000	12,000	12,500
Other	-	-	-	-	-	-	-
<b>Total Assets</b>	<b>646,727</b>	<b>469,334</b>	<b>722,865</b>	<b>492,428</b>	<b>500,929</b>	<b>503,929</b>	<b>504,429</b>
<b>Capital and Reserves</b>	<b>284,291</b>	<b>260,508</b>	<b>225,035</b>	<b>225,035</b>	<b>225,035</b>	<b>225,035</b>	<b>225,035</b>
Share Capital and Premium	-	-	-	-	-	-	-
Accumulated Reserves	275,043	284,291	260,508	225,035	225,035	225,035	225,035
Surplus / (Deficit)	9,248	(23,783)	(35,473)	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Borrowings</b>	<b>7,290</b>	<b>6,167</b>	<b>4,918</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
Floating							
Current	1,123	1,248	3,485	2,500	2,500	2,500	2,500
1<5 Years							
5<10 Years							
>10 Years	6,167	4,919	1,433	1,500	1,500	1,500	1,500
<b>Post Retirement Benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Present value of Funded obligations	-	-	-	-	-	-	-
Unrecognised transitional liabilities	-	-	-	-	-	-	-
<b>Trade and Other Payables</b>	<b>24,300</b>	<b>32,238</b>	<b>27,670</b>	<b>24,000</b>	<b>23,000</b>	<b>22,000</b>	<b>22,000</b>
Trade Payables	13,364	19,025	13,062	12,000	12,000	12,000	12,000
Accrued Interest							
Other	10,936	13,213	14,608	12,000	11,000	10,000	10,000
<b>Deferred Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>	<b>751</b>	<b>320</b>	<b>313</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
Leave pay provision							
Other 1	751						
Other 3		70	63	70	70	70	70
Other 4		250	250				
<b>Funds Managed (e.g. Poverty Alleviation Fund)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Poverty Alleviation Fund	-	-	-	-	-	-	-
Regional Development Fund	-	-	-	-	-	-	-
Third Party Funds	-	-	-	-	-	-	-
<b>Contingent Liabilities</b>	<b>2,840</b>	<b>2,438</b>	<b>1,950</b>	<b>1,950</b>	<b>1,950</b>	<b>1,950</b>	<b>1,950</b>
Other 1 - K-Gee Entertainment CC	438	438	-	-	-	-	-
Other 2 - Kgwele Events Management CC	452						
Other 3 - J. du Toit ( Bloemhof )	1,950	1,950	1,950	1,950	1,950	1,950	1,950
Other 4 - Agnes Pilane		50		-	-	-	-



**Details of personnel numbers, compensation of employees and unit cost**

<b>A. Permanent and full-time-contract employees</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Personnel cost (R thousand)	87,537	97,162	109,750	119,228	125,875	132,854	140,210
Personnel numbers (head count)	534	551	571	564	564	564	564
Unit cost	164	176	192	211	223	236	249
<b>B. Part-time and temporary contract employees</b>							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost							
<b>C. Interns</b>							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost							
<b>Total for entity</b>							
Personnel cost (R thousand)	87,537	97,162	109,750	119,228	125,875	132,854	140,210
Personnel numbers (head count)	534	551	571	564	564	564	564
Unit cost	164	176	192	211	223	236	249
<b>D. Learnerships</b>							
Personnel cost (R thousand)	240			50			
Personnel numbers (head count)	15			11			
Unit cost	16			5			

**Details of personnel numbers according to salary level**

<b>Salary Level</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Board Members	18	19	19	13	13	13	13
Executive Management	6	6	6	7	7	7	7
Senior Management	7	9	9	9	9	9	9
Middle Management	47	47	46	79	79	79	79
Professionals	187	199	199	186	186	186	186
Semi-skilled	135	135	139	132	132	132	132
Very low skilled	152	155	172	151	151	151	151
<b>Total</b>	<b>552</b>	<b>570</b>	<b>590</b>	<b>577</b>	<b>577</b>	<b>577</b>	<b>577</b>

Entity Mafikeng Industrial Development Zone (Pty)Ltd							
Summary of revenue and expenses							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	717	230	264	337	362	388	412
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees	-	-	-	-	-	-	-
Sales by market establishments	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Fines penalties and forfeits	-	-	-	-	-	-	-
Interest, dividends and rent on land	664	209	180	225	238	252	268
Other non-tax revenue	53	21	84	112	123	136	144
Transfers received	15,487	16,416	17,402	10,078	11,086	12,195	13,415
Sale of capital assets	-	-	-	-	-	-	-
Total revenue	16,204	16,646	17,666	10,415	11,448	12,583	13,827
Expenses							
Current expense	16,204	16,646	17,666	10,415	11,448	12,583	13,827
Compensation of employees	4,457	6,171	4,646	4,928	5,412	5,944	6,524
Use of goods and services	11,631	10,372	12,910	5,401	5,941	6,535	7,189
Depreciation	116	103	110	86	95	104	114
Unauthorised expenditure	-	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	16,204	16,646	17,666	10,415	11,448	12,583	13,827
Surplus / (Deficit)	-	-	-	(0)	(0)	0	(0)

<b>Cash flow summary</b>							
Adjust surplus / (deficit) for accrual transactions	-	-	-	-	-	-	-
<b>Adjustments for:</b>							
Depreciation	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Net (profit) / loss on disposal of fixed assets	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Operating surplus / (deficit) before changes in working capital</b>	-	-	-	(0)	(0)	0	(0)
<b>Changes in working capital</b>							
(Decrease) / increase in accounts payable	-	-	-	-	-	-	-
Decrease / (increase) in accounts receivable	-	-	-	-	-	-	-
(Decrease) / increase in provisions	-	-	-	-	-	-	-
<b>Cash flow from operating activities</b>	-	-	-	(0)	(0)	0	(0)
Transfers from government	8,311	12,482	28,269	10,578	10,693	11,281	11,890
<i>Of which:</i>							
<i>Capital</i>	8,311	12,482	28,269	10,578	10,693	11,281	11,890
<i>Current</i>	-	-	-	-	-	-	-
<b>Cash flow from investing activities</b>	-	-	125,790	-	-	-	-
<b>Acquisition of Assets</b>	-	-	125,790	-	-	-	-
Land	-	-	-	-	-	-	-
Dwellings	-	-	-	-	-	-	-
Non- Residential Buildings	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-
Other Structures (Infrastructure Assets)	-	-	125,790	-	-	-	-
Mineral and Similar Non - Regenerative Resources	-	-	-	-	-	-	-
Capital Work in Progress	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-
Biological Assets	-	-	-	-	-	-	-
Computer equipment	-	-	-	-	-	-	-
Furniture and Office equipment	-	-	-	-	-	-	-
Other Machinery and equipment	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-
Computer Software	-	-	-	-	-	-	-
Mastheads and Publishing titles	-	-	-	-	-	-	-
Patents, Licences, Copyrights, Brand names and Trademarks	-	-	-	-	-	-	-
Recipes, Formulae, Prototypes, Designs and Models	-	-	-	-	-	-	-
Service and Operating Rights	-	-	-	-	-	-	-
Other Intangibles	-	-	-	-	-	-	-
<b>Other flows from Investing Activities</b>	-	-	-	-	-	-	-
Other 1	-	-	-	-	-	-	-
Other 2	-	-	-	-	-	-	-
<b>Cash flow from financing activities</b>	-	-	-	-	-	-	-
Deferred Income	-	-	-	-	-	-	-
Borrowing Activities	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Net increase / (decrease) in cash and cash equivalents</b>	-	-	125,790	(0)	(0)	0	(0)

<b>Balance Sheet Data</b>							
<b>Carrying Value of Assets</b>	<b>176</b>	<b>487</b>	<b>391</b>	<b>430</b>	<b>474</b>	<b>520</b>	<b>572</b>
Biological Assets	-	-	-	-	-	-	-
Computer equipment	54	202	128	140	155	170	187
Furniture and Office equipment	99	90	136	150	165	181	199
Other Machinery and equipment	19	195	127	140	154	169	186
Computer Software	4	-	-	-	-	-	-
Other Intangibles	-	-	-	-	-	-	-
<b>Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Floating	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-
1<5 Years	-	-	-	-	-	-	-
5<10 Years	-	-	-	-	-	-	-
>10 Years	-	-	-	-	-	-	-
<b>Cash and Cash Equivalents</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>	<b>385</b>	<b>424</b>	<b>466</b>
Bank	-	-	-	350	385	424	466
Cash on Hand	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Receivables and Prepayments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade Receivables	-	-	-	-	-	-	-
Other Receivables	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-
Accrued Income	-	-	-	-	-	-	-
<b>Inventory</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Assets</b>	<b>176</b>	<b>487</b>	<b>391</b>	<b>780</b>	<b>859</b>	<b>944</b>	<b>1,038</b>
<b>Capital and Reserves</b>	<b>-</b>	<b>5,143</b>	<b>(21,477)</b>	<b>(34,140)</b>	<b>(24,255)</b>	<b>(14,155)</b>	<b>(3,993)</b>
Share Capital and Premium	-	-	-	-	-	-	-
Accumulated Reserves	-	5,143	(21,477)	(34,140)	(24,254)	(14,155)	(3,993)
Surplus / (Deficit)	-	-	-	(0)	(0)	0	(0)
Other	-	-	-	-	-	-	-
<b>Borrowings</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Floating	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-
1<5 Years	-	-	-	-	-	-	-
5<10 Years	-	-	-	-	-	-	-
>10 Years	-	-	-	-	-	-	-
<b>Post Retirement Benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Present value of Funded obligations	-	-	-	-	-	-	-
Unrecognised transitional liabilities	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Trade and Other Payables</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade Payables	-	-	-	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Deferred Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Leave pay provision	-	-	-	-	-	-	-
<b>Funds Managed (e.g. Poverty Alleviation Fund)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Poverty Alleviation Fund	-	-	-	-	-	-	-
Regional Development Fund	-	-	-	-	-	-	-
Third Party Funds	-	-	-	-	-	-	-
Other 4	-	-	-	-	-	-	-
<b>Contingent Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other 1	-	-	-	-	-	-	-

Details of personnel numbers, compensation of employees and unit cost

A. Permanent and full-time-contract employees	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost							
<b>B. Part-time and temporary contract employees</b>							
Personnel cost (R thousand)	4,457	6,171	4,646	4,677	5,145	5,660	6,226
Personnel numbers (head count)	9	11	11	11	11	11	11
Unit cost	495	561	422	425	468	515	566
<b>C. Interns</b>							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost							
<b>Total for entity</b>							
Personnel cost (R thousand)	4,457	6,171	4,646	4,677	5,145	5,660	6,226
Personnel numbers (head count)	9	11	11	11	11	11	11
Unit cost	495	561	422	425	468	515	566
<b>D. Learnerships</b>							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost							

Details of personnel numbers according to salary level

Salary Level	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Board Members	-	-	-	-	-	-	-
Executive Management	912	2,100	1,673	1,673	1,710	1,911	1,925
Senior Management	1,295	1,700	1,656	1,656	1,811	1,897	1,900
Middle Management	350	504	503	503	612	807	882
Professionals	-	-	-	-	-	-	-
Semi-skilled	1,120	1,002	814	845	950	998	1,002
Very low skilled	780	865	-	-	62	47	517
<b>Total</b>	<b>4,457</b>	<b>6,171</b>	<b>4,646</b>	<b>4,677</b>	<b>5,145</b>	<b>5,660</b>	<b>6,226</b>

Entity	Gambling Board						
Summary of revenue and expenses							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	1,055	504	306	390	413	438	464
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees	-	-	-	-	-	-	-
Sales by market establishments	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Fines penalties and forfeits	-	-	-	-	-	-	-
Interest, dividends and rent on land	767	197	49	70	74	79	83
Other non-tax revenue	288	307	257	320	339	360	381
Transfers received	12,277	12,314	20,277	28,505	29,938	31,559	33,137
Sale of capital assets	-	-	-				
Total revenue	13,332	12,818	20,583	28,895	30,351	31,997	33,601
Expenses							
Current expense	13,886	17,418	20,895	28,505	29,938	31,559	33,137
Compensation of employees	6,723	9,984	11,383	16,040	17,687	18,572	19,500
Use of goods and services	5,487	6,073	7,907	10,835	10,523	11,156	11,696
Depreciation	426	294	407	550	583	618	655
Unauthorised expenditure	-	-	-				
Interest, dividends and rent on land	1,250	1,067	1,198	1,080	1,145	1,213	1,286
Interest	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-
Rent on land	1,250	1,067	1,198	1,080	1,145	1,213	1,286
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	13,886	17,418	20,895	28,505	29,938	31,559	33,137
Surplus / (Deficit)	(554)	(4,600)	(312)	390	413	438	464

<b>Cash flow summary</b>							
Adjust surplus / (deficit) for accrual transactions	1,193	491	456	550	583	618	655
Adjustments for:							
Depreciation	426	294	407	550	583	618	655
Interest	767	197	49	-	-	-	-
Net (profit) / loss on disposal of fixed assets	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Operating surplus / (deficit) before changes in working</b>	<b>639</b>	<b>(4,109)</b>	<b>144</b>	<b>940</b>	<b>996</b>	<b>1,056</b>	<b>1,119</b>
Changes in working capital	585	1,534	(652)	-	-	-	-
(Decrease) / increase in accounts payable	2,767	(1,236)	2,199	-	-	-	-
Decrease / (increase) in accounts receivable	(2,242)	2,758	(2,915)	-	-	-	-
(Decrease) / increase in provisions	60	12	64	-	-	-	-
<b>Cash flow from operating activities</b>	<b>1,224</b>	<b>(2,575)</b>	<b>(508)</b>	<b>940</b>	<b>996</b>	<b>1,056</b>	<b>1,119</b>
Transfers from government	12,277	12,314	20,277	28,505	29,938	31,559	33,137
Of which:							
Capital	-	-	-	-	-	-	-
Current	12,277	12,314	20,277	28,505	29,938	31,559	33,137
<b>Cash flow from investing activities</b>	<b>5,913</b>	<b>761</b>	<b>638</b>	<b>685</b>	<b>10,726</b>	<b>10,770</b>	<b>816</b>
<b>Acquisition of Assets</b>	<b>393</b>	<b>761</b>	<b>638</b>	<b>685</b>	<b>10,726</b>	<b>10,770</b>	<b>816</b>
Land	-	-	-	-	10,000	10,000	-
Dwellings	-	-	-	-	-	-	-
Non- Residential Buildings	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-
Other Structures (Infrastructure Assets)	-	-	-	-	-	-	-
Mineral and Similar Non - Regenerative Resources	-	-	-	-	-	-	-
Capital Work in Progress	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-
Biological Assets	-	-	-	-	-	-	-
Computer equipment	111	179	114	265	281	298	316
Furniture and Office equipment	94	556	27	420	445	472	500
Other Machinery and equipment	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-
Computer Software	188	26	497	-	-	-	-
Mastheads and Publishing titles	-	-	-	-	-	-	-
Patents, Licences, Copyrights, Brand names and Trademarks	-	-	-	-	-	-	-
Recipes, Formulae, Prototypes, Designs and Models	-	-	-	-	-	-	-
Service and Operating Rights	-	-	-	-	-	-	-
Other Intangibles	-	-	-	-	-	-	-
<b>Other flows from Investing Activities</b>	<b>5,520</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other 1	5,520	-	-	-	-	-	-
Other 2	-	-	-	-	-	-	-
<b>Cash flow from financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Deferred Income	-	-	-	-	-	-	-
Borrowing Activities	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>7,137</b>	<b>(1,814)</b>	<b>130</b>	<b>1,625</b>	<b>11,723</b>	<b>11,826</b>	<b>1,935</b>

**2012/13 Estimates of Provincial Revenue and Expenditure**

<b>Balance Sheet Data</b>							
<b>Carrying Value of Assets</b>	<b>1,003</b>	<b>1,452</b>	<b>1,627</b>	<b>-</b>	<b>10,546</b>	<b>9,577</b>	<b>8,655</b>
Land	-	-	-	-	9,000	8,000	7,000
Computer equipment	240	361	344	-	392	443	497
Furniture and Office equipment	413	859	684	-	779	883	990
Transport Assets	119	79	40	-	-	-	-
Computer Software	231	153	559	-	375	251	168
Other Intangibles	-	-	-	-	-	-	-
<b>Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Floating	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-
1<5 Years	-	-	-	-	-	-	-
5<10 Years	-	-	-	-	-	-	-
>10 Years	-	-	-	-	-	-	-
<b>Cash and Cash Equivalents</b>	<b>8,951</b>	<b>5,435</b>	<b>4,321</b>	<b>4,580</b>	<b>4,855</b>	<b>5,146</b>	<b>5,455</b>
Bank	8,951	5,435	4,321	4,580	4,855	5,146	5,455
Cash on Hand	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Receivables and Prepayments</b>	<b>6,201</b>	<b>3,444</b>	<b>6,359</b>	<b>6,698</b>	<b>7,042</b>	<b>7,464</b>	<b>7,912</b>
Trade Receivables	55	55	55	55	-	-	-
Other Receivables	4,618	3,352	6,267	6,643	7,042	7,464	7,912
Prepaid Expenses	1,528	-	-	-	-	-	-
Accrued Income	-	37	37	-	-	-	-
<b>Inventory</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Assets</b>	<b>16,155</b>	<b>10,331</b>	<b>12,307</b>	<b>11,278</b>	<b>22,443</b>	<b>22,187</b>	<b>22,022</b>
<b>Capital and Reserves</b>	<b>6,995</b>	<b>2,395</b>	<b>1,915</b>	<b>390</b>	<b>413</b>	<b>438</b>	<b>464</b>
Share Capital and Premium	-	-	-	-	-	-	-
Accumulated Reserves	7,549	6,995	2,227	-	-	-	-
Surplus / (Deficit)	(554)	(4,600)	(312)	390	413	438	464
Other	-	-	-	-	-	-	-
<b>Borrowings</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Floating	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-
1<5 Years	-	-	-	-	-	-	-
5<10 Years	-	-	-	-	-	-	-
>10 Years	-	-	-	-	-	-	-
<b>Post Retirement Benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Present value of Funded obligations	-	-	-	-	-	-	-
Unrecognised transitional liabilities	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Trade and Other Payables</b>	<b>7,130</b>	<b>5,782</b>	<b>8,153</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Trade Payables	239	629	1,838	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-
Other	6,891	5,153	6,315	-	-	-	-
<b>Deferred Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>	<b>419</b>	<b>432</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Leave pay provision	419	432	-	-	-	-	-
<b>Funds Managed (e.g. Poverty Alleviation Fund)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Poverty Alleviation Fund	-	-	-	-	-	-	-
Regional Development Fund	-	-	-	-	-	-	-
Third Party Funds	-	-	-	-	-	-	-
Other 4	-	-	-	-	-	-	-
<b>Contingent Liabilities</b>	<b>850</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other 1	850	1,000	-	-	-	-	-



Details of personnel numbers, compensation of employees and unit cost

A. Permanent and full-time-contract employees	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Personnel cost (R thousand)	6,699	9,912	11,379	16,020	17,687	18,572	19,500
Personnel numbers (head count)	22	32	32	38	62	62	62
Unit cost	305	310	356	422	285	300	315
<b>B. Part-time and temporary contract employees</b>							
Personnel cost (R thousand)	24	72	4	20	-	-	-
Personnel numbers (head count)	2	2	1	2	-	-	-
Unit cost	12	36	4	10			
<b>C. Interns</b>							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost							
<b>Total for entity</b>							
Personnel cost (R thousand)	6,723	9,984	11,383	16,040	17,687	18,572	19,500
Personnel numbers (head count)	24	34	33	40	62	62	62
Unit cost	280	294	345	401	285	300	315
<b>D. Learnerships</b>							
Personnel cost (R thousand)	-	-	-	-	-	-	-
Personnel numbers (head count)	-	-	-	-	-	-	-
Unit cost							

Details of personnel numbers according to salary level

Salary Level	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Board Members	7	7	7	7	9	9	9
Executive Management	3	3	3	3	4	4	4
Senior Management	1	1	1	2	3	3	3
Middle Management	5	7	7	9	13	13	13
Professionals	5	12	12	14	25	25	25
Semi-skilled	7	7	7	8	15	15	15
Very low skilled	1	2	2	2	2	2	2
<b>Total</b>	<b>29</b>	<b>39</b>	<b>39</b>	<b>45</b>	<b>71</b>	<b>71</b>	<b>71</b>

Table B.5: Details on infrastructure

The following information for infrastructure must be presented

Table B.5(a): Department - Payments of infrastructure by category

All Regions

Table D.3(a). Department - Payments of Infrastructure by Category														
No.	Project Name	Municipality Name	Type of Infrastructure		Project Duration		Source of funding	Budget Programme Name	EPWP Budget for current financial year	Total project cost	Expenditure to date from previous years	Total Available	MTEF Forward Estimates	
					Date: Start	Date: Finish							2012/13 R'000	MTEF 2013/14 R'000
			School - primary, secondary, specialised, admin block, water, sanitation, fencing, etc.	Units (i.e. Number of classrooms or facilities or square meters)										
1. New and replacement assets														
1	MIDZ Infrastructure	All Regions	MIDZ Infrastructure		2012/04/01	2013/03/31	Equitable Share			37,719	-	-	16,025	21,694
2	Light Industrial Parks	All Regions	Light Industrial Parks		2012/04/01	2013/03/31	Equitable Share			33,221	-	10,510	11,057	11,654
Total New and replacement assets										70,940	-	10,510	27,082	33,348
Total Department Infrastructure										70,940	-	10,510	27,082	33,348