

VOTE 1

Office of the Premier

Operational budget	R 618 966 127
Remuneration of the Premier	R 1 887 873
Total amount to be appropriated	R 620 854 000
Responsible Executive Authority	The Premier, Dr Z. L. Mkhize
Administering department	Office of the Premier
Accounting officer	Director-General: Office of the Premier

1. Overview

Vision

The vision of the Office of the Premier (OTP) is: *To be the centre of governance, providing leadership in creating a better life for all.*

Mission statement

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

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

Strategic objectives

The *strategic policy direction* of OTP is directly linked to national government's 12 outcomes and also informs the department's strategic objectives, as listed below:

- Integrate, co-ordinate and facilitate transversal policies, programmes, strategies, plans and systems of the province.
- Lead in macro planning and policy management to achieve the electoral mandate.
- Monitoring and evaluation of provincial government's programmes.

- Provide strategic leadership and direction for provincial government.
- Oversee the development and implementation of legislation.
- Promote inter and intra-governmental relations and good governance.

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

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

Core functions

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

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

Legislative mandate

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

- The Constitution of the Republic of South Africa, 1996 (Schedules 4 and 5 and Chapters 6, 10 and 13)
- Public Service Act, 1994, as amended
- Public Finance Management Act, 1999, as amended and Treasury Regulations
- Preferential Procurement Policy Framework Act, 2000
- KwaZulu-Natal Provincial Supply Chain Management Policy Framework, 2006
- KwaZulu-Natal Youth Commission Act, 2005
- KwaZulu-Natal Gaming and Betting Act, 2010
- KwaZulu-Natal Gaming and Betting Tax Act, 2010
- KwaZulu-Natal Heritage Act, 1997

- Public Service Regulations, 2001
- Labour Relations Act, 1995
- Employment Equity Act, 1998
- Basic Conditions of Employment Act, 1997
- Promotion of Access to Information Act, 2000
- Electronic Communications and Transactions Act, 2002
- State Information Technology Agency Act, 1999
- Promotion of Administrative Justice Act, 2000
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000
- Skills Development Act, 1998

2. Review of the 2012/13 financial year

Section 2 provides a review of 2012/13, outlining the main achievements and progress made by the department during the year, as well as giving a brief discussion on challenges and new developments.

Youth Ambassadors programme

The Youth Ambassadors programme commenced in 2010/11 and aims to develop youth who are unemployed, and empower them to be agents of change among the youth in their communities. This is achieved by encouraging the youth to stay away from social ills and creating activities that will keep young people off the streets. The youth ambassadors continued to populate a database of all the youth in their respective areas of operation, as well as establishing and maintaining youth clubs for the youth in- and out-of-school. This database will allow the provincial government to understand the extent of the needs of the youth. They also encourage the youth to create job opportunities for themselves and other people around them. There were 3 024 youth ambassadors employed by the department in 2012/13.

Provincial Planning Commission (PPC)

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

The first task of the PPC was to review the PGDS and to develop a PGDP. The 2030 PGDS and PGDP, which are fully aligned to the National Development Plan, were presented to and approved at the September 2012 Cabinet *Lekgotla*. The first implementation report on the PGDP was also presented, to indicate progress made with the implementation and alignment of departmental APPs and budgets.

Provincial Information Communication Technology (PICT)

The Provincial Nerve Centre currently provides a complete and comprehensive view of service delivery performance and effectiveness of public sector services. Since its inception, the Nerve Centre has generated a number of critical dashboards for assessing the Medium Term Strategic Framework (MTSF), 12 national outcomes' provincial performance, as well as the PGDP target performance. The Provincial AIDS Council's indicators are being monitored and district leadership supported to have realistic and attainable targets monitoring HIV and AIDS, TB and associated poverty indicators. Inequality and unemployment per district is being assessed.

International relations

The OTP was involved in strengthening international relations by promoting KZN as a preferred destination for trade, investment and tourism with the intention of leveraging KZN as the gateway to Africa and the world. Extensive liaison was carried out in collaboration with provincial departments, national departments and South African embassies abroad to promote KZN in the international arena.

As part of the campaign to showcase KZN as the preferred international destination and economic hub, the Premier in his State of the Province Address indicated that all foreign representation based in South Africa will receive a presentation on KZN's key strategic development infrastructure, trade investment and tourism strengths. The following diplomatic corps were hosted:

- GRULAC (Latin American and Caribbean countries) – July 2012.
- African countries – November 2012.
- European countries – November 2012.
- Asian countries – November 2012.

The Premier and the Executive Council hosted various international delegations in KZN with the view to strengthen relations with international partners – e.g. the Cross Border Crime Summit, Foreign Affairs and Foreign Trade, the President's Emergency Plan For AIDS Relief (PEPFAR) funded health programmes in KZN, the Rainbow Push African Economic Expansion symposiums, as well as the launch of the South African German Chamber of Business in Durban.

The department successfully facilitated the international engagement and co-ordination of the Africa Cup of Nations (AFCON) Soccer Tournament, jointly with eThekweni Metro. KZN hosted five countries during the AFCON tournament, namely Angola, Cape Verde, Morocco, Democratic Republic of Congo and Mali.

The fifth Brazil, Russia, India, China and South Africa (BRICS) Summit was hosted in Durban, where the five Heads of States visited KZN to engage on the strategic interventions required for the development of member countries into the world economy.

Protection of human rights

A campaign was undertaken to protect and generate respect for human rights by facilitating Gender, Disability, Children and Senior Citizens (GDCSC) rights awareness education campaigns, co-ordinating human rights issues and ensuring compliance with constitutional mandates. The OTP worked closely with district and local municipalities, municipal wards and civil society structures, etc., that deal with human rights and gender equality, including programmes on food security, greening of the environment, active ageing, behavioural change and inter-generational dialogue.

Public service transformation

A total of 4 121 public servants were capacitated on generic, transversal, leadership and management development training programmes by mid-year at the Public Service Training Academy (hereafter referred to as Training Academy). This included training on the mandatory Public Service Induction programme and transversal programmes such as PAJA, PAIA, and financial literacy, among others.

KZN successfully hosted the Public Service Induction Trainers' Learning Network, which was attended by 140 delegates from KZN, Free State and Mpumalanga. The aim of the network was to share lessons learnt and identify best practices in implementing the Public Service Induction programme.

Training of senior and middle managers was undertaken on leadership and management development, and the nomination of 41 participants for the Indian Technical Economic Co-operation programme was facilitated and co-ordinated. A Woman in Management seminar was hosted.

A MOA was signed with the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA) to develop, train and skill 200 artisans, and a Career exhibition was hosted at KwaMsane, Mtubatuba. Over 10 000 in-school and out-of-school youth attended the exhibition. The first KZN Public Service Scarce and Critical Skills Career Guide was published and was launched at the Career exhibition. The awarding of 619 bursaries was facilitated and managed.

The Training Academy facilitated the appointment of 1 045 interns in 14 departments. The hand-over of the Training Academy facility to the Department of Education (DOE) took place during 2012/13. The OTP, through the Department of Public Works (DOPW), is in the process of sourcing another building for the Training Academy.

Identity of the province and heritage

The OTP continued its efforts to manage and promote awareness of cultural heritage resources. These are some of the notable achievements:

- The last plaque, commemorating the arrival of the Indian indentured labourers in South Africa in 1860, was erected.
- Two monuments were unveiled, one of *Inkosi* Zihlandlo Mkhize and that of Prince Mgidlalana KaMpande.
- A monument was created in honour of game ranger par excellence, Magqubu Ntombela of Mtubatuba.
- Tombstones were erected on 24 Royal graves at KwaDlamahlahla and 74 graves of victims of various conflicts in the province, such as the Shobashobane and Nquthu conflicts.
- 12 wax statues and 12 busts for the presidents of the African National Congress (ANC) were completed.
- 11 statues of struggle stalwarts of the past, such as Griffith and Victoria Mxenge, Harry Gwala, Ndlovu, etc., are under construction.

Operation Sukuma Sakhe (OSS)

The roll-out of the Integrated Community Care Givers Foundation Course in uThungulu and Ugu Districts was undertaken. With the war-room roll-out implementation plan, 595 war-rooms were established.

KwaZulu-Natal Gaming and Betting Board (KZNGBB)

The KZNGBB redefined its strategic objectives after the appointment of the board. One area which received increased focus was the transformation of the gaming industry, in particular the horse racing and betting sector, in terms of which the entity developed and issued guidelines during 2012/13. The entity also engaged with stakeholders to amend the tax rates for the industry, and is in the process of reviewing the fees applicable as per the Act.

Amafa aKwaZulu-Natali (Amafa)

During 2012/13, the Premier appointed the new Amafa Council in terms of the KZN Heritage Act. Amafa delivered in terms of its compliance mandate by assessing and issuing permits in respect of alterations, repairs and maintenance to historically significant sites. The entity conducted school outreach programmes to create awareness among children on the significance and value of cultural heritage resources. Highlights for 2012/13 include the erection of new memorials at the Nelson Mandela Capture site and Tshrengula (Anglo-Boer War battle site of January 1900). The Azaria Mbatha Room at the historical site in Shiyane (Rorke's Drift) had display materials installed (including ceramic material, water colours, photographs, etc.) and is now open to the public.

Surveys currently being undertaken include the struggle site's survey, 1860 settler heritage site's survey, Emakhosini Ophathe Heritage Park survey, among others. The purpose of these surveys is to identify and determine the feasibility of expanding the heritage base by collecting information on persons, places, events, etc., of historical significance. The entity was also involved in restoring rock art that has been damaged through vandalism and graffiti, while a programme is underway to train rock art monitors, whose function it is to accompany visitors to, and ensure appropriate behavior, for the protection of the 21 rock art sites which are open to the public.

3. Outlook for the 2013/14 financial year

Section 3 looks at the key focus areas of 2013/14, outlining what the department is hoping to achieve during the year, as well as briefly looking at challenges and proposed new developments.

In 2013/14 and over the medium-term, the OTP will focus on the following priorities:

Youth Ambassadors programme

The department will continue with the roll-out of the Youth Ambassadors programme, which includes household surveys and programmes against social ills faced by the youth. The youth ambassadors will also assist in the mass implementation of other government programmes, such as awareness campaigns on HIV and AIDS, healthy lifestyle promotion, and the One Home, One Garden and Back to School campaigns. Due to the baseline cuts (explained in Section 5.2), the department has effected part of its cut against this programme, meaning that only 1 966 youth ambassadors are affordable over the MTEF.

Provincial Planning Commission (PPC)

Key focus areas of the PPC will be on the implementation of the PGDP. This will be done by providing support to departments and state-owned enterprises in the development of their APPs and budgets for 2013/14. The PPC will also be pursuing key interventions with departments such as the formalisation of rural settlements, the establishment of community service centres, the completion of the provincial Human Resource Development Strategy, the KZN Maritime Cluster, renewable energy opportunities, to name a few. The PPC will give assistance to the Department of Co-operative Governance and Traditional Affairs (COGTA) to support districts in the preparation of District Growth and Development Plans.

Provincial Information Communication Technology (PICT)

The optimisation process of the Provincial Nerve Centre is at a crucial stage, having taken all users through change management and business re-engineering processes in performance management.

During 2013/14, more advanced analytics in respect of shaping the PGDP and its implementation, costing of targets, establishing demand for services, and forecasting will be given more attention. The second generation performance management system will be developed further to be used by departments for self-assessment and to develop corrective measures. The HODs' Assessment Tool will consolidate all departmental assessments into a consolidated report. Service delivery optimisation at district level is a key component of this iteration, with an expanded data warehouse serving all war-rooms.

International relations

KZN's commitment to the African Agenda includes assisting in the post conflict reconstruction and development of African states, as these can be a source of economic growth for KZN in international forums, and so it is of strategic importance that KZN forges well developed relations and links with African nations.

Enormous strides have already been made in fostering business relations with India and China. South Africa's constructive engagement with China has provided the necessary platform to build and strengthen the already strong relations established with the provinces of Shanghai and Guangxi. Exchanges with Shanghai and Guangxi will be pursued, with a view to achieving concrete outcomes. The recent visit by the Premier to India opened the doors to further strengthen the relationship with India in the fields of agriculture, health, economic development and trade. Through OSS, KZN will also look at areas such as women co-operatives and empowerment of the youth. Although co-operation and strong relations have been established with India and China, these co-operation arrangements will be enhanced.

In Brazil and Argentina, KZN will be pursuing areas of trade and investment, agriculture, economic development, infrastructure development, tourism and sport development. In Russia, the areas of interest will include agriculture and environmental affairs, infrastructure development, trade and investment, education and tourism.

While the international relations strategy emphasises the African Agenda and the BRICS block, co-operation with western countries will still be followed in terms of donor funding and knowledge expertise in areas such as climate change, disaster management, renewable and green energy.

The State of Maryland in the USA has expressed interest in twinning with KZN in areas such as port development, health/medical research and development in particular HIV and AIDS and TB, agri-development, environmental development, tourism, trade and investment.

Identity of the province and heritage

The OTP intends adopting a multi-pronged strategy in the fulfilment of its mandate of co-ordinating the transformation of the heritage industry. The department further intends co-ordinating, among others, the following: the celebration of heritage events, the erection of monuments, memorials and walls of remembrance, heritage-oriented research, an integrated system of heritage management, as well as the Heroes Acre project and the Isandlwana Museum project.

Protection of human rights

The OTP will continue to drive a campaign to protect and generate respect for human rights, by facilitating an education campaign, co-ordinating human rights issues and ensuring compliance with constitutional mandates and the process of forming partnerships with municipalities in this regard will continue. Gender forums, as well as forums relating to rights of persons with disabilities, will be established at district and local municipalities and wards to *isigodi* (village) level. Women empowerment projects will be co-ordinated, and critical stakeholders will be capacitated on gender mainstreaming.

The Active Ageing campaign will be promoted throughout KZN and inter-generational programmes will be held. Human rights capacity building among local leadership and communities will be enhanced. The Human Rights Education campaign will be driven among community structures.

Public service transformation

The Training Academy will focus on ensuring that provincial departments comply with human resource and skills development legislation and prescripts. One of the key priorities will be to train 7 000 public servants on generic transversal courses, as well as leadership and management courses. The Training Academy will continue with the roll-out of mandatory programmes, namely PAJA, PAIA and Public Service Induction.

In order to strengthen leadership and management development training, the Training Academy will finalise the leadership and management strategy and develop or source programmes based on the needs and learning framework recommended by the strategy. Delivery capacity will be strengthened by mobilising experts from within the public sector and by seeking strategic partnerships with Further Education and Higher Education institutions.

Tutors will be capacitated for the ABET programme. An Artisan Development programme will be co-ordinated and monitored in the Umzinyathi District. Co-operatives in six district municipalities will be capacitated in financial literacy. The Training Academy will monitor capacity building/empowerment of rural women through the Zimele Developing Community Self-Reliance project.

The provincial roll-out for training of community care givers (CCGs) on the Integrated Foundation Course is being planned for 2013/14. Approximately 8 000 CCGs require training. Funds are being sourced via donor agencies.

With the handing over of the Training Academy facility to DOE, new accommodation will be sought during 2013/14 for the Training Academy.

Operation Sukuma Sakhe (OSS)

The 2013/14 priorities and focus will include capacity building for war-room stakeholders by strengthening field worker teams and committees and improving war-room functionality and tools in 80 per cent of war-rooms. Plans are underway to establish and maintain strategic partnerships for spatial distribution and integration of government services, which includes marketing, communication, strategic programmes in food security, women and youth empowerment and healthy lifestyle programmes.

KwaZulu-Natal Gaming and Betting Board (KZNGBB)

The entity will pursue its mandate by ensuring that all gambling authorised under the Act is conducted in a manner which promotes the integrity of the gambling industry and does not cause harm to the public interest. In addition, the KZNGBB will ensure that gaming promotes tourism, employment, economic and social development objectives of the province.

The KZNGBB will continue operations, such as to invite, consider and process new applications and/or renewals for any gaming or betting licence, to amend, specify, substitute or rescind any casino licence conditions, as well as to undertake investigations or inspections into any gambling operation in KZN. The entity envisages streamlining processes of the amalgamated entity and finalising and implementing new gaming and betting regulations, while continuing its efforts to eradicate illegal gambling and transform the KZN horse racing and betting industry. The entity will proceed with the implementation of current initiatives, as well as new gaming initiatives, such as the roll-out of additional licences for Limited Payout Machines, as it strives to grow the industry in a responsible and socially acceptable manner.

Amafa aKwaZulu-Natali (Amafa)

It is envisaged that the new CEO will be appointed before the start of 2013/14, and that this will resolve many of the strategic and operational challenges which the entity has faced. The focus areas include, among others, further improvements and maintenance to various heritage sites, implementation of water storage projects at Rorke's Drift and Spioenkop, repairs to rock art sites and construction of community memorials and markers. Amafa will continue its outreach programme to schools and communities, while also implementing new projects to commemorate significant historic struggles and the 1860 (indentured Indian labourer) settlers. New survey work, such as the Emakhosini-Ophathe Heritage Park survey and survey of Sisonke District, will be undertaken to expand the provincial historical knowledge base.

4. Receipts and financing

4.1 Summary of receipts and financing

Table 1.1 gives the sources of funding of Vote 1 over the seven-year period 2009/10 to 2015/16. The table also compares actual and budgeted receipts against actual and budgeted payments.

The department receives a provincial allocation in the form of an equitable share.

Table 1.1: Summary of receipts and financing

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Provincial allocation	454 010	419 284	471 105	586 600	607 600	607 600	603 434	639 058	665 078
Total receipts	454 010	419 284	471 105	586 600	607 600	607 600	603 434	639 058	665 078
Total payments	429 103	423 807	485 600	594 600	687 539	687 539	620 854	639 058	665 078
Surplus/(Deficit) before financing	24 907	(4 523)	(14 495)	(8 000)	(79 939)	(79 939)	(17 420)	-	-
Financing									
of which									
Provincial roll-overs	-	5 326	8 000	-	267	267	4 865	-	-
Provincial cash resources	(18 292)	26 751	12 000	8 000	79 672	79 672	12 555	-	-
Surplus/(deficit) after financing	6 615	27 554	5 505	-	-	-	-	-	-

In 2009/10, the budget allocation for the department was reduced by R18.292 million, as a result of function shifts and other adjustments to other departments, such as a function shift to Vote 15: Arts and Culture in respect of Museum Services, and other adjustments to COGTA in respect of the 2010 Infrastructure Development programme, Disaster Management programme and the unveiling of the 2010 stadia. The department under-spent its 2009/10 budget by R6.615 million due to a saving of R1.289 million in respect of a transfer payment to the KZNGBB, which was not made as the entity did not require the funds at the time, and R3.283 million in respect of base camp and lobbying fees which were not paid in 2009/10 due to the late finalisation of the 2010 Soccer World Cup draw and confirmation of base camps. Also contributing to this under-spending is an amount of R2.043 million in respect of the War on Poverty programme, which could not take place due to other programmes taking priority and insufficient staff to run with the programme. The decrease from 2009/10 to 2010/11 relates to the movement of soccer development funds to the Department of Sport and Recreation.

In 2010/11, an amount of R5.326 million was rolled over from 2009/10, comprising R3.283 million for base camp lobbying and hosting fees with regard to the 2010 Soccer World Cup and R2.043 million in respect of the War on Poverty programme. The department's budget allocation was increased by a net amount of R26.751 million, as follows:

- R10 million for the commemoration of 150 years of the arrival of Indian indentured labourers.
- R20 million for the roll-out of the Youth Ambassadors programme.
- This increase was offset by a reduction of R3.249 million in respect of the in-year take-up of Policy on Incapacity Leave and Ill Health Retirement (PILIR) related cases. These funds were surrendered to the Provincial Revenue Fund. In 2010/11, the department was allocated R5 million for this purpose and, due to revised calculations and estimates, only R1.751 million was required for the year.

The department under-spent its budget by R27.554 million in 2010/11, as a result of savings because of the moratorium on the filling of non-critical vacant posts, as well as cost-cutting. The amount of R10 million for Indian indentured labourers was received late during 2010/11 and these funds could therefore not be fully utilised.

In 2011/12, the department's allocation increased by R20 million due to the following adjustments:

- A roll-over of R8 million in respect of the 150-year commemoration of the arrival of the Indian indentured labourers, as mentioned above.
- Additional funding of R12 million for the provincial partnership agreement with the *Lungisisa Indlela* Village (LIV) Orphanage, a non-profit institution that was established to assist with building a holistic village to house and empower orphaned and vulnerable children with the aim of teaching them basic skills for self-employment and sustaining their livelihood.

The 2011/12 budget was under-spent by R5.505 million, largely due to delays in the finalisation of the site for monuments relating to the commemoration of the arrival of Indian indentured labourers, as the department, eThekweni Metro and the Indian community could not reach consensus on the site where the monuments would be erected.

In the 2012/13 Main Appropriation, the department received the second tranche of the LIV Orphanage additional funding (R8 million), as per the provincial partnership agreement. The department's budget allocation was increased by R79.939 million in the 2012/13 Adjusted Appropriation, which was allocated across all programmes for the following purposes:

- R267 000 was rolled over from 2011/12, in respect of office furniture and equipment ordered during 2011/12 but not be delivered before year-end.
- R1.500 million for the *Amadelakufa* Awards ceremony to honour and commemorate struggle stalwarts of the past.
- R300 000 for the state funeral that was undertaken for Reverend K.M.E. Mgojo, who was the National Chairperson of the Senior Citizens' Forum.
- R5.701 million for essential rehabilitation and refurbishments at the Premier's Parkside Residence.
- R2.500 million for the establishment of the Rural Development Co-ordination unit within the department in line with the Premier's pronouncement in the 2012 State of the Province Address.
- R34.080 million to fund pressures such as stipends in the Youth Ambassadors programme.
- R3.012 million for the capital requirements of the Integrity Management unit.
- R8.485 million for the Zimele Developing Community Self-Reliance project, which aims to provide women in KZN with knowledge, skills and resources to be successful family and community leaders.
- R2.193 million for the higher than budgeted 2012 wage agreement.
- R680 000 for the establishment of the KZN Climate Change Council, which aims to educate our communities about practical mitigation, adaptation measures, cleaner and greener practices.
- R5 million for training and development costs for various OSS projects, whose key focus is to create a model on sharing resources and integrating departmental programmes to ensure a stronger impact on fighting poverty and strengthening service delivery.

- R250 000 for the once-off establishment costs of the Human Resource Development Council, which aims to establish technical working groups in priority areas.
- R671 000 for the 2012 Career Exhibition, which seeks to promote the public service as an employer of choice, and promote attention to critical and scarce skills, as well as to create awareness for training opportunities and careers in the public service.
- R5 million for the African Renaissance project, aimed at social cohesion, democracy, economic rebuilding and growth, and the establishment of Africa as a significant player in geo-political affairs.
- R1.300 million for the hosting of a Provincial Prayer Day.
- In line with Cabinet resolutions, the department was allocated funds from the Strategic Cabinet Initiatives fund held under Vote 6: Provincial Treasury for the following:
 - R2 million for the hosting of the Presidential *Imbizo* in Umzimkulu.
 - R15 million for the hosting of the AFCON.
 - R5 million for the Choral Music Awards. The National Choir Festival is a national choral music competition conducted at district and regional/provincial level culminating in a National Final.

The above-mentioned additional funds were largely once-off, and this accounts for the substantial reduction from 2012/13 to 2013/14.

The department receives additional funding in 2013/14 for Zimele Developing Community Self-Reliance project (R7.555 million), and R5 million for the African Renaissance project. These are explained in detail under Section 5.2. The department also receives a roll-over of R4.865 million for the 150-year commemoration of Indian indentured labourers, which was rolled over from 2011/12 due to the ongoing difficulty experienced in identifying a site in the eThekweni Metro for the erection of the monument.

4.2 Departmental receipts

Table 1.2 below reflects details of departmental receipts per main category over the seven-year period: 2009/10 to 2015/16. Details of the department's revenue are reflected in *Annexure – Vote 1: Office of the Premier* and are discussed briefly below.

The OTP collects revenue mainly from *Casino* and *Horse racing taxes*.

Table 1.2: Details of departmental receipts

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Tax receipts	325 541	351 440	405 857	403 924	403 924	446 926	453 682	478 634	502 566
Casino taxes	283 970	305 583	337 435	336 827	336 827	383 835	385 479	406 680	427 014
Horse racing taxes	41 571	45 857	68 422	67 097	67 097	63 091	68 203	71 954	75 552
Liquor licences	-	-	-	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-	-	-	-
Sale of goods and services other than capital assets	268	223	68	186	186	75	72	76	80
Transfers received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	14	6	-	-	-	1	-	-	-
Sale of capital assets	582	-	688	-	-	180	-	-	-
Transactions in financial assets and liabilities	78	943	49	-	-	696	-	-	-
Total	326 483	352 612	406 662	404 110	404 110	447 878	453 754	478 710	502 646

Tax receipts combines revenue from both *Casino taxes* and *Horse racing taxes*. *Casino taxes* depicts revenue collected in accordance with the KZN Gaming and Betting Act. The upward trend of *Casino taxes* from the 2012/13 Revised Estimate was due to an amendment of casino tariffs in the KZN Gaming and Betting Tax Act, 2010, effective from November 2012, and should result in more *Casino taxes* collected over the MTEF. The continued effort of the KZNGBB to deal with illegal gambling operators has continued to yield positive results with respect to collections against this category. The increased revenue collection since 2009/10 can be attributed to the increased focus on enforcement and surveillance of the operations of casinos in the province.

Horse racing taxes are collected in respect of horse racing and gaming, in terms of the KZN Gaming and Betting Tax Act, 2010. The increase in revenue collection and estimates from 2010/11 onward is mainly due to the following initiatives, which stimulated demand:

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

Horse racing taxes increases significantly from 2012/13 onward due to the merger of the horse racing regulator into the KZNGBB. This meant that the tax earned from licences, which was previously collected by the Bookmakers' Control Committee, is now reflected against *Horse racing taxes* under the department. The 2012/13 Revised Estimate for *Horse racing taxes* is lower than budgeted due to constrained global economic circumstances. The budget over the 2013/14 MTEF shows steady growth.

The low revenue collected in 2011/12 relates to the fact that certain bookmakers licence fees are retained by the KZNGBB since the enactment of the new Act. The low revenue collected against *Sale of goods and services other than capital assets* in 2012/13 Revised Estimate relates to the fact that this category includes bookmakers' licences, commission, publications and rentals received. While all of these were budgeted for, only commission revenue will be collected, as the other categories were erroneously budgeted for. The MTEF budget has been adjusted accordingly.

Sale of capital assets reflects high revenue collection in 2009/10 and 2011/12 due to the auction of redundant motor vehicles. No sales in this regard are anticipated over the MTEF.

The amounts reflected against *Transactions in financial assets and liabilities* relate to recoveries of staff debts from the previous financial years, and is not budgeted for due to the difficulty in predicting the amount that will be collected in this regard.

4.3 Donor funding and agency receipts

Tables 1.3 and 1.4 below reflect the details of donor funding and agency receipts for the period 2009/10 to 2015/16.

Table 1.3: Details of donor funding and agency receipts

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Donor funding	-	19 841	9 066	16 079	24 079	24 079	26 829	26 829	-
National Skills Fund	-	19 766	8 991	16 079	16 079	16 079	16 079	16 079	-
MERSETA	-	-	-	-	8 000	8 000	10 750	10 750	-
PSETA	-	75	75	-	-	-	-	-	-
Agency receipt	38 639	10 034	-	-	-	-	-	-	-
Department of Labour - Literacy Programme	38 639	10 034	-	-	-	-	-	-	-
Total	38 639	29 875	9 066	16 079	24 079	24 079	26 829	26 829	-

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Donor funding	-	19 841	9 066	24 079	24 079	24 079	26 829	26 829	-
National Skills Fund	-	19 766	8 991	16 079	16 079	16 079	16 079	16 079	-
MERSETA	-	-	-	8 000	8 000	8 000	10 750	10 750	-
PSETA	-	75	75	-	-	-	-	-	-
Agency receipt	38 639	10 034	-	-	-	-	-	-	-
Department of Labour - Literacy Programme	38 639	10 034	-	-	-	-	-	-	-
Total	38 639	29 875	9 066	24 079	24 079	24 079	26 829	26 829	-

The OTP, through the Training Academy, submitted a revised provincial funding proposal to the National Skills Fund (NSF). An amount of R76.994 million was allocated from 2010/11 to 2014/15 to fund the following learning programmes:

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

The department will also be receiving funding from 2012/13 to 2014/15 from the MERSETA for an Artisan Development Project that targets the training of 200 artisans in occupations in the manufacturing and engineering sector, and for the KZN Short Skills Training project in 2010/11 and 2011/12.

In addition, the department received donor funding of R150 000 from PSETA for the development of a policy on accreditation.

The department received agency receipts over the period 2009/10 and 2010/11, from the Department of Labour, for the roll-out of a literacy programme targeting illiterate adults in KZN. The funding was utilised for the ABET/*Masifundisane* Literacy Programme, learnerships, apprenticeships, skills programmes, project management fees and contingency fees. The *Masifundisane* Literacy Programme, in terms of the project plan, was completed in 2010/11. A total of 45 000 adult learners were trained in communication and numeracy in the eThekweni Metro and Zululand District Municipality. A total of 597 unemployed youth were trained on construction skills programmes on the NYS, manufacturing and engineering apprenticeships and professional driver learnerships.

5. Payment summary

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

5.1 Key assumptions

The following general assumptions were made by the department in formulating the 2013/14 budget:

- All inflation related increases are based on CPI projections.
- Through reprioritisation within the department's budget, provision has been made for the carry-through costs of the 2012 wage agreement and an inflationary wage adjustment of 6.3 per cent, 6.1 per cent and 5.9 per cent for each of the three years of the 2013/14 MTEF, respectively, as well as the annual 1.5 per cent pay progression.
- The expanded cost-cutting measures, as reissued by Provincial Treasury in 2013/14, will be adhered to over the 2013/14 MTEF.
- Provision was made for the filling of vacant posts in terms of the revised organisational structure (pending its approval), taking into account the moratorium on the filling of non-critical vacant posts.

5.2 Additional allocations for the 2011/12 to 2013/14 MTEF

Table 1.5 shows additional funding received by the department over the three MTEF periods: 2011/12, 2012/13 and 2013/14. Note that the table reflects only the provincial additional allocations, and excludes additional allocations in respect of conditional grants.

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

The carry-through allocations for the 2011/12 and 2012/13 MTEF periods (i.e. for the financial year 2015/16) are based on the incremental percentage used in the 2013/14 MTEF.

Table 1.5: Summary of additional provincial allocations for the 2011/12 to 2013/14 MTEF

R thousand	2011/12	2012/13	2013/14	2014/15	2015/16
2011/12 MTEF period	65 960	65 463	76 129	80 697	84 409
Provincial Planning Commission	9 000	10 000	11 000	11 660	12 196
Provincial Nerve Centre	30 000	24 500	31 700	33 602	35 148
Amafa - Heritage projects	2 505	3 830	3 998	4 238	4 433
Bursaries for disadvantaged students who excelled in matric (Bursary Programme)	2 000	2 000	2 000	2 120	2 218
Carry-through of 2010/11 Adjustments Estimate	22 702	25 449	27 833	29 503	30 860
2010 wage agreement	702	1 249	1 213	1 286	1 345
Youth ambassadors	22 000	24 200	26 620	28 217	29 515
National Cabinet decision to cut provinces by 0.3 per cent	(247)	(316)	(402)	(426)	(446)
2012/13 MTEF period		103 831	86 927	100 109	104 714
Carry-through of 2011 wage agreement		1 260	1 323	1 389	1 453
LIV Orphanage		8 000	-	-	-
Provincial Public Service Training Academy (refurbish and renovate)		10 000	12 000	15 000	15 690
Merger of horse racing regulator into KZNGBB		17 571	18 604	19 720	20 627
Youth ambassadors		15 000	17 000	20 000	20 920
Youth ambassador training by SANDF		20 000	-	-	-
Ntambanana - provision for piped water and proper roads to Luwamba Clinic		20 000	25 000	30 000	31 380
Operation <i>Sukuma Sakhe</i> - equipping of war rooms		12 000	13 000	14 000	14 644
2013/14 MTEF period			9 100	(17 368)	(21 544)
Census data update and 1%, 2% and 3% baseline cuts			(8 320)	(17 368)	(21 544)
Zimele Developing Community Self-Reliance			7 555	-	-
Roll-over: 150-year commemoration of Indian indentured labourers			4 865	-	-
African Renaissance project			5 000	-	-
Total	65 960	169 294	172 156	163 438	167 579

The department's allocation was increased over the 2011/12 MTEF as a result of additional funding for the PPC, the Provincial Nerve Centre, for transfer to Amafa for various heritage projects (including the operational costs of the Emakhosini Multi-Media Centre), the carry-through costs of the higher than anticipated 2010 wage agreement and additional funding for the Youth Ambassadors programme. The department also received an additional R2 million per year, for the establishment of a bursary scheme for disadvantaged students who have excelled in matric (now known as the Bursary Programme).

In the 2011/12 MTEF, National Cabinet took a decision to cut all national votes and the provincial equitable share by 0.3 per cent. The bulk of this equitable share reduction in KZN was sourced by capping the interest on overdraft provision and by marginally decreasing the budgeted surplus of the province. The balance was sourced proportionately from all 16 provincial votes.

The OTP received additional funding over the 2012/13 MTEF for the refurbishment and renovations to the Training Academy, the administrative requirements of the horse racing regulator which has been merged into the KZNGBB, the Youth Ambassadors programme and its training by the SANDF, LIV Orphanage (both 2012/13 only), 2011 wage agreement and funding to provide piped water and proper roads at the Luwamba Clinic in the Ntambanana Municipality, as well as OSS for the equipping of war-rooms throughout the province, as mentioned above.

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

Also in the 2013/14 MTEF, National Treasury took a decision to impose 1, 2 and 3 per cent baseline cuts on all spheres of government (i.e. National, Provincial and Local) in order to curb the national deficit as public spending is growing faster than revenue collection. In addition, KZN received reduced equitable share allocations as a result of the reduced proportion in terms of population numbers as reported in the

2011 Census data results. The effect of this on OTP was a substantial reduction in the budget over the entire period. The department effected these baseline cuts as follows:

- By enforcing efficiency savings, particularly in areas such as *Compensation of employees*, *Goods and services* and *Machinery and equipment*. The OTP will reduce the MTEF budget in respect of youth ambassador appointments, external venues for meetings, catering, travel expenses (including air travel and overseas trips), accommodation, and will adopt a phased-in approach with regard to the purchasing of machinery and equipment.
- By proportionately reducing the MTEF baselines of the two public entities that fall under the department's auspices, namely Amafa and KZNGBB. Details as to how these two entities will effect the baseline cuts are given in Section 5.8 below.

5.3 Summary by programme and economic classification

Tables 1.6 and 1.7 below summarise payments and estimates by programme and economic classification. The structure of the department consists of three programmes, and is largely in accordance with the uniform programme and budget structure developed for the sector. It is noted, however, that the Heritage sub-programme is included under Vote 1: Office of the Premier in this province, although Heritage forms part of the uniform programme and budget structure for the Sports, Arts and Culture sector.

Table 1.6: Summary of payments and estimates by programme

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
1. Administration	99 859	101 738	110 761	149 228	163 748	163 748	156 954	164 372	175 128
2. Institutional Development	105 321	95 275	105 504	130 278	139 566	139 566	145 209	145 938	152 652
3. Policy and Governance	223 923	226 794	269 335	315 094	384 225	384 225	318 691	328 748	337 298
Total	429 103	423 807	485 600	594 600	687 539	687 539	620 854	639 058	665 078

Note: Programme 1 includes Premier's remuneration: Salary: R1 887 873

Table 1.7: Summary of payments and estimates by economic classification

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Current payments	363 005	374 345	412 292	508 407	563 591	563 591	539 712	559 607	582 697
Compensation of employees	110 668	112 663	155 307	197 767	217 544	217 544	207 417	223 710	233 694
Goods and services	252 337	261 682	256 985	310 640	346 047	346 047	332 295	335 897	349 003
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	52 954	42 035	61 362	73 523	93 553	93 553	73 319	76 986	79 800
Provinces and municipalities	4 840	18	21	10	15 026	15 026	12	13	14
Departmental agencies and accounts	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	30	-	12 000	8 000	8 030	8 030	-	-	-
Households	1 095	5 329	7 947	3 278	8 262	8 262	8 281	8 743	9 145
Payments for capital assets	11 323	7 365	11 939	12 670	30 387	30 387	7 823	2 465	2 581
Buildings and other fixed structures	4 305	-	-	1 000	6 701	6 701	-	-	-
Machinery and equipment	7 009	6 714	3 949	11 170	8 766	8 766	2 708	2 215	2 319
Heritage assets	-	323	1 722	-	8 000	8 000	4 865	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	9	328	6 268	500	6 920	6 920	250	250	262
Payments for financial assets	1 821	62	7	-	8	8	-	-	-
Total	429 103	423 807	485 600	594 600	687 539	687 539	620 854	639 058	665 078

The substantial increase from 2012/13 is attributed to additional funding received for the LIV Orphanage, refurbishment and renovations to the Training Academy, administrative requirements of the horse racing regulator which was merged into the KZNGBB, the Youth Ambassadors programme and the training of the youth ambassadors by SANDF, the Luwamba Clinic, as well as funding toward equipping war-rooms in relation to OSS. The decrease between 2012/13 and the 2013/14 MTEF relates to the substantial once-off funding given to the department in the 2012/13 Adjustments Estimate, as well as the baseline cuts effected over the 2013/14 MTEF.

The spending against Programme 1: Administration increased from 2010/11 due to funds reprioritised to cater for the movement of the Integrity Management unit from Programme 2, as well as the centralisation of administrative expenses such as telephones, cleaning services, maintenance and lease commitments. The significant increase from 2012/13 Main Appropriation to 2013/14 is a result of additional funding for the provision of piped water and proper roads to the Luwamba Clinic in the Ntambanana Municipality. The increase in the 2012/13 Adjusted Appropriation is due to additional funding of R15 million for the hosting of the AFCON tournament. Most additional funds in the 2012/13 Adjusted Appropriation were largely once-off, which account for the reduction in 2013/14.

Programme 2: Institutional Development decreased from 2009/10 to 2010/11 due to significant cost-cutting being effected in 2010/11. The increase in the 2012/13 Adjusted Appropriation is because of the additional funding received for the refurbishment and renovations of the Training Academy. This has been carried through over the 2013/14 MTEF. There has also been significant reprioritisation within this programme, which grows steadily over the 2013/14 MTEF.

Programme 3: Policy and Governance increased in 2010/11 due to additional funding for the Youth Ambassadors programme. The substantial increase from 2011/12 onward is attributable to additional funding for the operational costs of the Emakhosini Multi-Media Centre, the PPC and the Nerve Centre. The increase was also largely a result of additional funding of R12 million for the LIV Orphanage. In 2012/13, various projects received additional funding, such as the Youth Ambassadors programme, OSS, African Renaissance, AFCON, etc. Most additional funds in the 2012/13 Adjusted Appropriation were largely once-off, which account for the reduction in 2013/14.

Compensation of employees reflects a significant increase from 2011/12 onward as a result of additional funds received for the Youth Ambassadors programme. The reason for the decrease from 2012/13 Adjusted Appropriation to 2013/14 Main Appropriation is the anticipated decrease in the appointment of youth ambassadors from 3 024 in 2012/13 to 1 966 over the 2013/14 MTEF, as well as the moratorium on the filling of non-critical vacant posts.

The increase in 2010/11 against *Goods and services* is due to once-off additional funds received for the roll-out of the Youth Ambassadors programme. This accounts for the decrease from 2010/11 to 2011/12. The substantial increase in 2012/13 relates to additional funding received for *Amadelakufa* awards, once-off set-up costs of the Integrity Management unit, Zimele Developing Community Self-Reliance project, once-off establishment costs of the HRD Council, 2012 Career Exhibition, Choral Music Awards, Presidential *Imbizo*, establishment of the Rural Development Co-ordination function, establishment of the KZN Climate Change Council, OSS projects, African Renaissance, as well as for the Provincial Prayer day, as mentioned previously. Most additional funds in the 2012/13 Adjusted Appropriation were largely once-off, which account for the reduction in 2013/14.

The category *Transfers and subsidies* decreases from 2009/10 to 2010/11 and also from 2012/13 to 2013/14 and stays at a lower level over the MTEF period, as follows:

- *Provinces and municipalities* generally caters for the payment of motor vehicle licences. The high amount reflected in 2009/10 includes the transfer of management of the Ulundi Airport to the Zululand District Municipality, with this being the final payment made. The high 2012/13 Adjusted Appropriation is due to the once-off additional funding received for hosting AFCON in KZN, with this being undertaken jointly with the eThekweni Metro.
- The increase in the 2012/13 Main Appropriation against *Departmental agencies and accounts*, which caters for transfers to KZNGBB and Amafa, is in respect of additional funding that was allocated as a result of the merger of the horse racing regulator into the KZNGBB, as explained above. Despite the baseline cuts to both KZNGBB and Amafa's baseline, as mentioned previously, the 2013/14 MTEF shows steady growth because of the additional funding allocated in previous MTEF periods, as explained in Section 5.2.
- With regard to *Non-profit institutions*, amounts of R12 million in 2011/12 and R8 million in 2012/13 were allocated for the LIV Orphanage. This is to assist the orphanage with building a holistic village both to house vulnerable and orphaned children and also to empower them to be self-employed and to

sustain a reasonable livelihood by learning basic skills. The increase of R30 000 in the Adjusted Appropriation relates to the donation to Khulani Production Artist Theatre for a graduation ceremony to honour their students that completed the Arts and Skills courses.

- *Households* reflects fluctuations due to staff exit costs. The department also provides for payments in respect of medical aid contributions for ex-parliamentarians (PARMED). The increase in 2011/12 and the 2012/13 Adjusted Appropriation is as a result of savings identified from the funds for PILIR and allocated to the Provincial Bursary Programme. This category reflects a steady increase over the 2013/14 MTEF.

The 2009/10 spending against *Buildings and other fixed structures* includes payments to DOPW in respect of prior year inter-departmental accounts relating to infrastructure work done on the Moses Mabhida Building (former Telkom Building). No capital renovations or projects were undertaken in 2010/11 and 2011/12. The allocation in the 2012/13 Main Appropriation relates to additional funds for the refurbishment of the Training Academy and the increase in the Adjusted Appropriation is due to the additional funding for the renovations to the Premier's Parkside Residence. However, since the DOE has claimed the Training Academy, the department is still to decide where the funds for the 2013/14 MTEF will be allocated, as the department, together with DOPW, is in the process of undertaking a study whether to build or lease a site for the Training Academy. As such, the funds are housed under *Goods and services* for the time being.

Machinery and equipment is high in 2009/10 due to the purchase of office furniture and equipment and the improvement of the department's security system. The allocation from 2010/11 relates to the purchase of essential office furniture and equipment for new appointments and the purchase of official vehicles. The decrease in the 2012/13 Adjusted Appropriation is as a result of funds reprioritised within *Payments for capital assets* for the Nerve Centre, as indicated below. The low amount over the 2013/14 MTEF is a result of cost-cutting and a phased-in approach with regard to the purchasing of machinery and equipment, as a result of the baseline cuts.

The 2010/11 and 2011/12 amounts against *Heritage assets* relate to the erection of monuments and plaques, as well as Royal graves and graves of victims of conflict. The 2012/13 Adjusted Appropriation relates to savings reprioritised from *Goods and services* for the building of wax statues and busts to honour former Presidents of the ANC and King Shaka in various sites in KZN. The roll-over from 2011/12 to 2013/14 of R4.865 million for the 150-year commemoration of Indian indentured labourers has been allocated to *Heritage assets* and is for the erection of plaques and monuments.

The costs in respect of the Nerve Centre (SAS Business Intelligence System) account for the significant increase in *Software and other intangible assets* as a result of Build 1 of the system which was implemented in 2009/10 and 2010/11. The increase in 2011/12 and the 2012/13 Adjusted Appropriation is a result of further implementation of the Nerve Centre.

5.4 Summary of payments and estimates by district municipal area

Table 1.8 summarises payments and estimates by district municipal area, and reflects the full budget including the department's administration costs due to the fact that its activities are centrally administered from its head office which is situated in uMgungundlovu.

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

The spending in the eThekweni Metro is mainly due to the fact that the Training Academy and the LIV Orphanage are situated in the area, while 2012/13 includes the transfer to the Metro relating to AFCON.

The spending from 2012/13 to 2015/16 against the uThungulu district municipal area relates to the provision of piped water and proper roads to the Luwamba Clinic in the Ntambanana area.

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

R thousand	Audited Outcome	Revised Estimate	Medium-term Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16
eThekweni	45 102	44 260	54 695	49 935	52 236
Ugu					
uMgungundlovu	446 003	623 279	541 159	559 123	581 462
Uthukela					
Umkhanyathi					
Amajuba					
Zululand					
Umkhanyakude					
uThungulu	-	20 000	25 000	30 000	31 380
Ilembe					
Sisonke					
Total	491 105	687 539	620 854	639 058	665 078

5.5 Summary of conditional grant payments and estimates – Nil

5.6 Summary of infrastructure payments and estimates

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

Table 1.9: Summary of infrastructure payments and estimates

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
New and replacement assets									
Existing infrastructure assets	6 698	2 403	1 905	11 000	16 701	16 701	13 300	16 400	17 154
Upgrades and additions									
Rehabilitation, renovations and refurbishments	4 305	-	-	1 000	6 701	6 701	-	-	-
Maintenance and repairs	2 393	2 403	1 905	10 000	10 000	10 000	13 300	16 400	17 154
Infrastructure transfers	-	-	-	-	-	-	-	-	-
Current									
Capital									
<i>Capital infrastructure</i>	4 305	-	-	1 000	6 701	6 701	-	-	-
<i>Current infrastructure</i>	2 393	2 403	1 905	10 000	10 000	10 000	13 300	16 400	17 154
Total	6 698	2 403	1 905	11 000	16 701	16 701	13 300	16 400	17 154

The spending against *Rehabilitation, renovations and refurbishments* in 2009/10 relates to payments made to the DOPW in respect of prior year inter-departmental accounts for infrastructure work done on administrative buildings. The high amount in the 2012/13 Adjusted Appropriation relates to the additional funding received for the renovations to Parkside residence, which is the Premier's official residence.

Current infrastructure relates to ongoing provision for infrastructure maintenance. The 2010/11 amount relates to the electrical upgrade, the maintenance of the air-conditioning system at the Training Academy, office partitioning costs, as well as minor renovations at Parkside. The allocations in 2011/12, 2012/13 and over the 2013/14 MTEF relate to routine maintenance work to be done at the Training Academy and administration offices. As mentioned, however, the Training Academy was transferred back to DOE in 2012/13 to assist educators with continuous professional development. The Training Academy will continue to function from its current location until alternative accommodation has been secured by DOPW, who is currently reviewing the option of either leasing or building a new facility. In the meantime, though, all planned maintenance work at the existing Training Academy has been put on hold. The bulk of the MTEF allocations reflected against *Maintenance and repairs* are therefore set aside for the new Training Academy, once the new facility has been identified.

The additional funding for the Luwamba Clinic is not included in the table above, as those funds will be transferred to an implementing agent, and the facility will not belong to the department, but the Ntambanana Municipality.

5.7 Summary of Public Private Partnerships – Nil

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

The OTP exercises oversight over two public entities, namely the KZNGBB and Amafa. Table 1.10 illustrates transfers made to the public entities over the seven years under review. Financial summaries received from the KZNGBB and Amafa are given in *Annexure – Vote 1: Office of the Premier*.

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12		2012/13		2013/14	2014/15	2015/16
KwaZulu-Natal Gaming and Betting Board	14 148	16 356	17 337	35 775	35 775	35 775	37 431	39 276	40 664
Amafa aKwaZulu-Natali	32 841	20 332	24 057	26 460	26 460	26 460	27 595	28 954	29 977
Total	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641

The main objective of the KZNGBB is to ensure that all gambling authorised in terms of the KZN Gaming and Betting Act is conducted in a manner that promotes the integrity of the horse racing, betting and gaming industry. In addition, the Board promotes the province's objective to develop the industry as a vehicle for the promotion of tourism, employment creation and economic development.

Prior to 2011/12, a transfer was made to the KZN Gambling Board to fund operations, and the Bookmaker's Control Committee operations were funded by a portion of revenue that it was permitted to retain in terms of the previous gambling and betting legislation. With the advent of the new KZN Gaming and Betting Act, no legislative provision was made for the retention of revenue to fund the operational overheads of the horse racing regulator, and provision is thus made for this in the allocation to the KZNGBB from 2012/13 onward. This is being financed through additional revenue collected by the newly amalgamated entity. As mentioned previously, KZNGBB's 2013/14 MTEF allocations were affected by the baseline cuts, which the entity has indicated will be achieved through cost-cutting, as well as containing travel and subsistence expenditure under its Compliance unit.

Amafa is responsible for administering heritage conservation on behalf of the provincial government. The entity's main objective is to promote awareness of the significance and value of cultural heritage resources, while ensuring that cultural heritage management is integrated into economic, social and environmental activities in KZN. Additional funding of R18.885 million was allocated in 2009/10 in respect of the completion of the Emakhosini Multi-Media Centre. Additional funding was allocated from 2011/12 for various heritage projects, such as fencing in Emakhosini and heritage markers at Anglo-Zulu sites, as well as the operational costs of the Emakhosini Multi-Media Centre. As mentioned previously, Amafa's 2013/14 MTEF allocations were affected by the baseline cuts, which the entity has indicated will be achieved through cost-cutting and a phased-in approach with regard to project implementation.

5.9 Transfers to other entities

Table 1.11 below reflects departmental transfers to other entities.

Table 1.11: Summary of departmental transfers to other entities

R thousand	Sub-programme	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
		2009/10	2010/11	2011/12		2012/13		2013/14	2014/15	2015/16
Cecil Nurse (Pty) Ltd	3.1 Special Programmes	30	-	-	-	-	-	-	-	-
LIV Orphanage	3.1 Special Programmes	-	-	12 000	8 000	8 000	8 000	-	-	-
Khulani Production Artist Theatre	3.1 Special Programmes	-	-	-	-	30	30	-	-	-
Total		30	-	12 000	8 000	8 030	8 030	-	-	-

In 2009/10, a donation of R30 000 was made to Nyonini Emnyama Catholic Church in Zion toward the purchase of chairs, as pledged by the Premier. This amount is reflected under Cecil Nurse (Pty) Ltd, who were the suppliers of the chairs.

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

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

5.10 Transfers to local government

Table 1.12 provides a summary of transfers to local government by category.

Table 1.12: Summary of departmental transfers to local government by category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Category A	-	-	-	-	15 000	15 000	-	-	-
Category B	-	-	-	-	-	-	-	-	-
Category C	4 823	-	-	-	-	-	-	-	-
Unallocated/unclassified	-	-	-	-	-	-	-	-	-
Total	4 823	-	-	-	15 000	15 000	-	-	-

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

The transfer amounts reflected in 2009/10 against Category C relate to the transfer of the Ulundi Airport (Prince Mangosuthu Buthelezi Airport) to the Zululand District Municipality, with the final payment made in 2009/10.

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

5.11 Transfers and subsidies

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

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
1. Administration	736	5 148	891	1 288	16 281	16 281	1 290	1 333	1 395
Provinces and municipalities	17	18	21	10	15 026	15 026	12	13	14
Motor vehicle licences	17	18	21	10	26	26	12	13	14
Municipal agencies and funds	-	-	-	-	15 000	15 000	-	-	-
Households	719	5 130	870	1 278	1 255	1 255	1 278	1 320	1 381
Social benefits	719	5 130	870	1 278	1 255	1 255	1 278	1 320	1 381
2. Institutional Development	247	93	7 077	2 000	7 001	7 001	7 003	7 423	7 764
Households	247	93	7 077	2 000	7 001	7 001	7 003	7 423	7 764
Social benefits	247	93	-	-	-	-	3	3	3
Bursary Programme	-	-	7 077	2 000	7 001	7 001	7 000	7 420	7 761
3. Policy and Governance	51 971	36 794	53 394	70 235	70 271	70 271	65 026	68 230	70 641
Provinces and municipalities	4 823	-	-	-	-	-	-	-	-
Zululand District Municipality - Ulundi Airport	4 823	-	-	-	-	-	-	-	-
Departmental agencies and accounts	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641
KZNGBB	32 841	16 356	17 337	35 775	35 775	35 775	37 431	39 276	40 664
Amafa	14 148	20 332	24 057	26 460	26 460	26 460	27 595	28 954	29 977
Non-profit institutions	30	-	12 000	8 000	8 030	8 030	-	-	-
Cecil Nurse (Pty) Ltd	30	-	-	-	-	-	-	-	-
LIV Orphanage	-	-	12 000	8 000	8 000	8 000	-	-	-
Khulani Production Artist Theatre	-	-	-	-	30	30	-	-	-
Households	129	106	-	-	6	6	-	-	-
Social benefits	129	106	-	-	6	6	-	-	-
Total	52 954	42 035	61 362	73 523	93 553	93 553	73 319	76 986	79 800

Programme 1 reflects transfers in respect of social benefits relating to payments in respect of medical aid contributions for ex-parliamentarians (PARMED), staff exit costs, as well as for motor vehicle licences. The R15 million against the 2012/13 Adjusted Appropriation relates to the transfer to eThekweni Metro, being the province's contribution to hosting AFCON.

Programme 2 reflects transfers in respect of social benefits and the Bursary Programme. The bursaries are paid directly to the students who are receiving a monthly stipend and transport funds.

Programme 3 houses the bulk of the transfers' budget:

- The amount reflected against *Provinces and municipalities* in 2009/10 relates to the transfer of the management of the Ulundi Airport to the Zululand District Municipality. The final transfer payment in this regard was made in that year.
- *Departmental agencies and accounts* relates to the payments made to Amafa and the KZNGBB.
- The amounts reflected against *Non-profit institutions* relate to funding of non-profit organisations and donations made to other organisations, such as Cecil Nurse (Pty) Ltd and Khulani Production Artist Theatre, as well as the LIV Orphanage.
- The category *Households* caters for staff exit costs.

6. Programme description

The services rendered by this department are, as per the generic sector structure, categorised under three programmes, the details of which are discussed below.

The amounts for each programme are summarised in terms of economic classification, with details given in *Annexure – Vote 1: Office of the Premier*.

6.1 Programme 1: Administration

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

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

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

Tables 1.14 and 1.15 below reflect a summary of payments and estimates relating to this programme, by sub-programme and economic classification, for the period 2009/10 to 2015/16.

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Premier Support	19 855	21 317	27 416	28 519	26 250	26 250	30 099	31 916	33 383
Executive Council Support	9 544	6 943	7 852	9 073	9 073	9 073	8 432	8 918	9 329
Director-General	15 646	23 051	18 470	21 708	17 822	17 822	21 806	23 151	24 220
Financial Management	54 814	50 427	57 023	89 928	110 603	110 603	96 617	100 387	108 196
Total	99 859	101 738	110 761	149 228	163 748	163 748	156 954	164 372	175 128

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Current payments	90 840	92 926	108 039	146 447	138 041	138 041	154 078	161 824	172 461
Compensation of employees	35 894	43 270	50 837	64 524	57 216	57 216	62 052	67 141	69 919
Goods and services	54 946	49 656	57 202	81 923	80 825	80 825	92 026	94 683	102 542
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	736	5 148	891	1 288	16 281	16 281	1 290	1 333	1 395
Provinces and municipalities	17	18	21	10	15 026	15 026	12	13	14
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	719	5 130	870	1 278	1 255	1 255	1 278	1 320	1 381
Payments for capital assets	6 497	3 656	1 825	1 493	9 426	9 426	1 586	1 215	1 272
Buildings and other fixed structures	3 932	-	-	-	5 701	5 701	-	-	-
Machinery and equipment	2 565	3 654	1 825	993	3 225	3 225	1 336	965	1 010
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	2	-	500	500	500	250	250	262
Payments for financial assets	1 786	8	6	-	-	-	-	-	-
Total	99 859	101 738	110 761	149 228	163 748	163 748	156 954	164 372	175 128

The increase in the sub-programme: Premier Support from 2010/11 is due to the newly created Security and Protocol Services unit. The substantial increase from 2011/12 onward is to cater for the establishment of a unit to manage the Premier's special projects.

The high amount in 2009/10 against the Executive Council Support sub-programme is attributed to inter-departmental accounts that were paid to the DOPW relating to the previous financial year. The decrease in 2010/11 is due to cost-cutting. The decrease from 2012/13 to 2013/14 is attributed to the reprioritisation of funds from this sub-programme to Programme 3 to cater for OSS spending pressures. There is a steady increase in 2014/15 and 2015/16.

The budget for the Director-General sub-programme fluctuates from 2009/10 onward mainly as a result of the movement of the Security and Protocol Services unit, which was initially under the Premier Support sub-programme, but later moved to this sub-programme. The increase in 2010/11 relates to funds rolled over from 2009/10 relating to the War on Poverty programme, accounting for the decrease from 2010/11 to 2011/12. The decrease in 2011/12 is also as a result of cost-cutting. There is consistent growth over the 2013/14 MTEF.

The Financial Management sub-programme is high in 2009/10 due to the centralisation of administrative costs and lease commitments. This increase also relates to the vacant posts funding for the department, which was centralised in Programme 1. This accounts for the decrease in 2010/11. The substantial increase from 2011/12 onward is to cater for the newly created Integrity Management unit, in line with the organisational structure of the department. The increase in the 2012/13 Adjusted Appropriation is due to additional funding of R15 million, being the province's contribution to hosting the AFCON tournament. The significant increase from 2012/13 is a result of additional funding for the provision of piped water and proper roads to the Luwamba Clinic in the Ntambanana Municipality. The additional funding relating to AFCON was once-off, which therefore accounts for the reduction from the 2012/13 Adjusted Appropriation to 2013/14. There is steady growth from 2014/15 onward.

The increase against *Compensation of employees* from 2009/10 to 2010/11 is a result of the filling of critical vacant posts in 2010/11. It is envisaged that further key positions will be filled from 2012/13 and over the 2013/14 MTEF, while taking cognisance of the moratorium on the filling of non-critical posts.

The amount reflected against *Goods and services* in 2009/10 is due to the creation of the Security and Protocol Services unit. The decrease in 2010/11 was a result of the centralisation of administrative costs, as mentioned above. The significant increase from 2011/12 to 2012/13 is due to additional funding for the Luwamba Clinic, and the additional funds for the Integrity Management unit, as well as the creation of the Integrity Management unit and the Premier's Special Projects unit. *Goods and services* reflects steady growth over the 2013/14 MTEF due to additional funding for the Luwamba Clinic.

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

The 2009/10 expenditure against *Transfers and subsidies to: Households* caters for staff exit costs. The department also provides for payments in respect of medical aid contributions for ex-parliamentarians (PARMED).

The amount against *Buildings and other fixed structures* in 2009/10 is attributed to outstanding payments, from prior years, made to the DOPW for work done at the Moses Mabhida Building. The amount in the 2012/13 Adjusted Appropriation is attributed to the additional funding received in respect of urgent repairs and maintenance to the Parkside residence, such as roof leaks.

The amount reflected in 2009/10 against *Machinery and equipment* relates to furniture and equipment purchased for the additional staff transferred to the Premier Support sub-programme. The increase in 2010/11 is due to provision for additional vehicles. The decrease in 2011/12 is due to cost-cutting. The increase in the 2012/13 Main Appropriation is a result of the purchase of official vehicles. The decrease from the 2012/13 Adjusted Appropriation to the 2013/14 MTEF is a result of the baseline cuts, whereby only essential machinery and equipment will be purchased.

The amounts reflected in 2012/13 and over the 2013/14 MTEF against *Software and other intangible assets* mainly relate to the purchase and licences of software for the Nerve Centre and other related systems.

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

Service delivery measures – Programme 1: Administration

Table 1.16 illustrates service delivery measures pertaining to Programme 1. The service delivery outputs were revised in terms of the re-alignment and re-focuses to the PGDP of the department. Note that only a few main measures are reflected below, and the full set of measures is detailed in the department's APP.

Table 1.16: Service delivery measures - Programme 1: Administration

Outputs		Performance indicators	Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16
1. Financial Management						
1.1	To provide efficient and effective financial management services OTP	<ul style="list-style-type: none">% compliance w.r.t. submission of financial management reports in terms of financial prescripts	100%	100%	100%	100%
2. Financial Management: Integrity Management						
2.1	To manage the case management system on fraud in the province and report monthly	<ul style="list-style-type: none">% of provincial depts. and all public entities comply with the KZN anti-fraud and anti-corruption strategy	Ensure all provincial depts. and all public entities comply with the KZN anti-fraud and anti-corruption strategy by March 2013	80%	90%	Full implementation of case management system
2.2	To implement the Fraud Prevention Plan for OTP daily	<ul style="list-style-type: none">No. of citizens' complaints reports	To prevent, detect and investigate fraud on a daily basis	To prevent, detect and investigate fraud on a daily basis	To prevent, detect and investigate fraud on a daily basis	To prevent, detect and investigate fraud on a daily basis
2.3	To compile and report on citizen's complaints on poor service delivery monthly	<ul style="list-style-type: none">No. of report on citizens' complaints on poor service delivery monthly	All submitted complaints cases of poor service delivery and corruption recorded and reported by 31 March 2013	Implementing citizen's complaints monitoring system	Fully functional service delivery complaints system	Maintenance of service delivery complaints system

6.2 Programme 2: Institutional Development

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

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

There are four sub-programmes supporting Programme 2, namely Strategic Human Resources, Information Communication Technology, Legal Services and Communication Services. Tables 1.17 and 1.18 below summarise payments and estimates relating to this programme, by sub-programme and economic classification, for the period 2009/10 to 2015/16.

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Strategic Human Resources	53 805	51 811	59 308	79 102	88 374	88 374	90 881	88 308	92 373
Information Communication Technology	21 489	21 016	20 393	25 174	24 694	24 694	25 729	27 266	28 522
Legal Services	8 772	8 512	8 594	10 846	10 836	10 836	11 456	12 156	12 714
Communication Services	21 255	13 936	17 209	15 156	15 662	15 662	17 143	18 208	19 043
Total	105 321	95 275	105 504	130 278	139 566	139 566	145 209	145 938	152 652

Table 1.18: Summary of payments and estimates by economic classification - Programme 2: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Current payments	101 313	92 629	97 525	125 002	127 573	127 573	136 874	137 325	143 641
Compensation of employees	48 668	43 171	48 156	57 355	56 580	56 580	60 644	64 330	67 292
Goods and services	52 645	49 458	49 369	67 647	70 993	70 993	76 230	72 995	76 349
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	247	93	7 077	2 000	7 001	7 001	7 003	7 423	7 764
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	247	93	7 077	2 000	7 001	7 001	7 003	7 423	7 764
Payments for capital assets	3 758	2 533	901	3 276	4 987	4 987	1 332	1 190	1 247
Buildings and other fixed structures	-	-	-	1 000	1 000	1 000	-	-	-
Machinery and equipment	3 749	2 207	901	2 276	3 987	3 987	1 332	1 190	1 247
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	9	326	-	-	-	-	-	-	-
Payments for financial assets	3	20	1	-	5	5	-	-	-
Total	105 321	95 275	105 504	130 278	139 566	139 566	145 209	145 938	152 652

The decrease in the Strategic Human Resources sub-programme in 2010/11 was a result of the movement of the Service Delivery unit to Programme 3. The reduction was also in respect of the lower in-year take-up of PILIR related funds, whereby the funds that were not utilised in 2010/11 were surrendered to the Provincial Revenue Fund. The increase from 2011/12 relates to the entire allocation being received for PILIR (although a portion of it was redirected to the Provincial Bursary Programme) and funding allocated for the filling of various vacant posts. The substantial increase from 2012/13 is attributed to additional funding for the refurbishment and renovations to the Training Academy. The department receives a once-off R7.555 million in 2013/14 for the Zimele Developing Community Self-Reliance project, explaining the decrease from 2013/14 to 2014/15.

Information Communication Technology (ICT) decreased in 2010/11 due to the movement of funds for the Nerve Centre to Programme 3 as part of the restructuring process. The decrease in 2011/12 can be ascribed to reprioritisation of funds to other areas, as a result of spending pressures. The budget for this sub-programme grows steadily over the MTEF.

The increase against the Legal Services sub-programme from 2011/12 is due to additional funds made available, through reprioritisation from other sub-programmes, to cater for costs relating to the OSD for legal practitioners. The slight decrease in the 2012/13 Adjusted Appropriation is due to reprioritisation to Programme 3 to assist with the operational costs of the KZN Climate Change Council.

The substantial decrease in the Communication Services sub-programme in 2010/11 is due to the movement of the Community Liaison unit to Programme 3 under the Premier's Priority Programme sub-programme, in line with the realignment process that was undertaken. The increase from 2011/12 onward relates to the increased demand for communication publications, such as *Simama*.

The substantial decrease against *Compensation of employees* in 2010/11 is due to the movement of the Community Liaison unit to Programme 3, in line with the realignment process that was undertaken. Due to lack of records, the department could not adjust the prior year's figures accordingly. The increase from 2011/12 onward relates to the filling of critical vacant posts in line with the moratorium on the filling of non-critical posts. The decrease from the 2012/13 Main to Adjusted Appropriation was due to savings from vacant posts that were moved to *Goods and services* in Programme 3 to cover costs related to the KZN Climate Change Council. There is steady growth in the 2013/14 MTEF.

Goods and services reflects fluctuations from 2009/10 to 2012/13. The decrease in 2010/11 is due to the movement of the Community Liaison unit to Programme 3, which resulted in funding for communication activities being moved. The increase from 2012/13 onward is largely because of additional funding received for renovations of the Training Academy which, as previously mentioned, are on hold until the new facility has been identified.

The amounts against *Transfers and subsidies to: Households* from 2011/12 cater for the high demand of the Bursary Programme. The 2013/14 MTEF allocations continue to provide for the Bursary Programme.

Spending against *Buildings and other fixed structures* in 2012/13 relates to the refurbishment of the Training Academy. As previously explained, the Training Academy will continue to function from its current location until alternative accommodation has been secured by the DOPW, who is currently reviewing the option of either renting or building a new facility. In the meantime, though, all planned maintenance work at the existing Training Academy has been put on hold.

The high spending against *Machinery and equipment* in 2009/10 and 2010/11 can be ascribed to the acquisition of office furniture and equipment in line with the recruitment plan. The high amount in 2009/10 is also a result of the purchase of office furniture and equipment for newly leased office space in the Invesco Centre. The department is planning to spend less on *Machinery and equipment* over the 2013/14 MTEF, due to the phasing in of the purchase of office furniture and equipment, in line with the moratorium on the filling of non-critical vacant posts.

The spending reflected against *Software and other intangible assets* in 2010/11 relates to the purchase of software for the Nerve Centre. Although the Nerve Centre is housed under Programme 1, in 2010/11 part of the Nerve Centre funding was included under the Information Communication Technology sub-programme for the purchasing of software and other assets.

The department wrote off various losses against *Payments for financial assets* from 2009/10 to 2012/13.

Service delivery measures – Programme 2: Institutional Development

Table 1.19 illustrates service delivery measures pertaining to Programme 2. The service delivery outputs were revised and streamlined in terms of the re-alignment and re-focus to the PGDP. Note that only a few main measures are reflected below, and the full set of measures is detailed in the department's APP.

Table 1.19: Service delivery measures - Programme 2: Institutional Development

Outputs	Performance indicators	Estimated performance		Medium-term targets	
		2012/13	2013/14	2014/15	2015/16
1. Strategic Human Resources					
1.1 Enhance compliance with prescribed policy directives and determinations and improve the quality of HR information in compliance with the National Minimum Information Requirements by submitting quarterly reports to G&A and COHOD	<ul style="list-style-type: none"> % disciplinary cases finalised within given 90-day period 	60%	60%	80%	90%
2. Information Communication Technology					
2.1 To provide ICT co-ordination services for provincial government monthly and quarterly	<ul style="list-style-type: none"> No. of ICT co-ordination and support services weekly, monthly and quarterly 	Ongoing maintenance and support of ICT requirements for the nerve centre	Co-ordinated information and technology advisory services will be provided to the provincial govt.	Co-ordinated information and technology advisory services will be provided to the provincial govt.	Co-ordinated information and technology advisory services will be provided to the provincial govt.
3. Legal Services					
3.1 To ensure 10 provincial laws comply with the Constitution and reflect policy provisions annually	<ul style="list-style-type: none"> No. of provincial laws (Bills, Regulations and Proclamations) certified for introduction in the Provincial Legislature 	10	10	10	10
4. Communications Services					
4.1 To communicate PGDP long-term developmental perspective and strategic interventions into KZN communities through electronic media and press by 31 March 2013	<ul style="list-style-type: none"> No. of press releases, media statements and media conferences on PDGP by 31 March 2013 	3 speeches 2 Cabinet statements 4 press releases 6 media alerts	3 speeches 2 Cabinet statements 4 press releases 6 media alerts	3 speeches 2 Cabinet statements 4 press releases 6 media alerts	3 speeches 2 Cabinet statements 4 press releases 6 media alerts
4.2 To co-ordinate provincial communication services through convening 10 communication forum meetings	<ul style="list-style-type: none"> No. of provincial communication forum meetings held 	7	10	10	10
4.3 To promote corporate image and provide communication logistics for the dept monthly	<ul style="list-style-type: none"> No. of exhibitions, pamphlets and community interactions 	25 Simama publications 9 exhibitions	Promotion of corporate image and provision of logistics	Promotion of corporate image and provision of logistics	Promotion of corporate image and provision of logistics

6.3 Programme 3: Policy and Governance

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

- To capacitate the provincial government and administration on governance and public policy management.
- To manage and co-ordinate strategic projects as mandated by the Premier and the Cabinet.
- To promote and co-ordinate human rights programmes in KZN.
- To promote and co-ordinate the mainstreaming of human rights in public policy and planning processes in the provincial administration.
- To co-ordinate the implementation of gender equality programmes.
- To conserve, manage and promote awareness of the cultural heritage resources of KZN.
- To promote, facilitate and spread the acquisition and application of scientific knowledge in KZN.
- To ensure a regulated gambling, gaming and betting industry.
- To ensure a co-ordinated approach with respect to provincial policy management.
- To co-ordinate and implement a comprehensive response to the socio-economic impact of HIV and AIDS.
- To ensure successful implementation of priority socio-economic programmes and projects in KZN.

- To ensure the effectiveness of policy, planning and programme interventions through evaluation of strategic policy outcomes.
- To design and utilise a functional monitoring and evaluation system for the provincial government and administration and local government.

Five sub-programmes support this programme over the 2013/14 MTEF, namely Special Programmes, Intergovernmental Relations, Provincial Policy Management, Premier's Priority Programmes and Heritage. The funding of the Provincial 2010 Co-ordination ended in 2010/11.

Tables 1.20 and 1.21 below provide a summary of payments and estimates for these six sub-programmes for the period 2009/10 to 2015/16.

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Special Programmes	42 067	70 486	76 611	73 923	72 435	72 435	75 349	79 118	78 495
Intergovernmental Relations	5 266	4 628	8 444	5 264	12 432	12 432	6 218	6 636	6 945
Provincial Policy Management	17 742	27 983	43 834	55 120	55 114	55 114	57 049	60 188	62 948
Premier's Priority Programmes	43 045	23 565	86 596	114 091	177 548	177 548	112 796	116 994	122 377
Heritage	61 738	52 504	53 850	66 696	66 696	66 696	67 279	65 812	66 533
Provincial 2010 Co-ordination	54 065	47 628	-	-	-	-	-	-	-
Total	223 923	226 794	269 335	315 094	384 225	384 225	318 691	328 748	337 298

Table 1.21: Summary of payments and estimates by economic classification - Programme 3: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Current payments	170 852	188 790	206 728	236 958	297 977	297 977	248 760	260 458	266 595
Compensation of employees	26 106	26 222	56 314	75 888	103 748	103 748	84 721	92 239	96 483
Goods and services	144 746	162 568	150 414	161 070	194 229	194 229	164 039	168 219	170 112
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	51 971	36 794	53 394	70 235	70 271	70 271	65 026	68 230	70 641
Provinces and municipalities	4 823	-	-	-	-	-	-	-	-
Departmental agencies and accounts	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	30	-	12 000	8 000	8 030	8 030	-	-	-
Households	129	106	-	-	6	6	-	-	-
Payments for capital assets	1 068	1 176	9 213	7 901	15 974	15 974	4 905	60	62
Buildings and other fixed structures	373	-	-	-	-	-	-	-	-
Machinery and equipment	695	853	1 223	7 901	1 554	1 554	40	60	62
Heritage assets	-	323	1 722	-	8 000	8 000	4 865	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	6 268	-	6 420	6 420	-	-	-
Payments for financial assets	32	34	-	-	3	3	-	-	-
Total	223 923	226 794	269 335	315 094	384 225	384 225	318 691	328 748	337 298

The low spending against the Special Programmes sub-programme in 2009/10 is due to cost-cutting. The substantial increase from 2010/11 onward relates to the HIV and AIDS and Gaming and Betting units that were moved to this sub-programme during the restructuring process that took place in 2009/10. The increase from 2011/12 is as a result of additional funding received for the LIV Orphanage, as mentioned. OSS was previously included in the sub-programme: Special Programmes, but moved to the Premier's Priority Programmes sub-programme, hence the decrease in the 2012/13 Adjusted Appropriation.

The increase in the Intergovernmental Relations sub-programme in 2011/12 was due to an increase in international visits that were undertaken by the Premier to promote KZN as an investment destination. The significant growth in the 2012/13 Adjusted Appropriation is mainly attributed to the once-off additional funding for the establishment of the KZN Climate Change Council. This therefore accounts for the decrease over the 2013/14 MTEF.

The growth against the Provincial Policy Management sub-programme relates to the phasing in of the implementation of the Nerve Centre and additional funding for the PPC, as mentioned above.

The sub-programme: Premier's Priority Programmes included the allocation for transfer to the Zululand District Municipality in respect of the Ulundi Airport that ended in 2009/10, contributing to the decline in 2010/11. The decrease in 2010/11 also relates to the movement of the Gaming and Betting unit to the Special Programmes sub-programme. The substantial increase in 2011/12 and 2012/13 is in respect of additional funding for the roll-out of the Youth Ambassadors programme and a R20 million once-off allocation in respect of the SANDF training of the youth ambassadors. This explains the lower allocation in 2013/14. The substantial increase in the 2012/13 Adjusted Appropriation is as a result of additional funding of R5 million for OSS projects, R5 million for the African Renaissance project, and R34.080 million for the stipends of the youth ambassadors. The department received an additional R5 million in 2013/14 for the African Renaissance project, which is a carry-through from the 2012/13 Adjustments Estimate.

The spending against the sub-programme: Heritage in 2009/10 and 2010/11 includes a once-off additional allocation of R18.885 million for the construction and operational costs of the Emakhosini Multi-Media Centre. In 2011/12, the department reprioritised substantial funding to the sub-programme: Premier's Priority Programmes for OSS projects, resulting in the substantial increase from 2011/12 to 2012/13 in respect of the Heritage sub-programme.

The 2009/10 spending against the sub-programme: Provincial 2010 Co-ordination relates to the marketing of the 2010 Soccer World Cup and the establishment of a soccer academy in KZN. The decrease from 2009/10 to 2010/11 is due to the shifting of soccer development funds to the Department of Sport and Recreation. No funding has been allocated from 2011/12 onward.

The substantial increase in *Compensation of employees* from 2011/12 onward is due to the additional funding received for the Youth Ambassadors programme. The decrease from 2012/13 to 2013/14 is as a result of the reduction in the appointment of youth ambassadors, which will see their number being brought down from 3 024 in 2012/13 to 1 966 over the MTEF when the current contracts end, to remain within budget.

The lower spending in *Goods and services* in 2009/10 can be ascribed to the shifting of soccer development funds and Museum Services funds to the Departments of Sport and Recreation and Arts and Culture, respectively. The allocation from 2011/12 onward includes the carry-through of additional funding for the Youth Ambassadors programme, as well as additional funding for the PPC and the Nerve Centre. The decrease in 2011/12 was a result of cost-cutting. The increase in the 2012/13 Adjusted Appropriation is a result of additional funding for the youth ambassadors' training by SANDF. No further additional funding is allocated beyond 2012/13, and the department will therefore have to manage the youth ambassador appointments carefully to remain within budget.

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

The additional allocation for the KZNGBB, and the increase in the transfer to Amafa to cover operational expenditure, account for the amounts against *Transfers and subsidies to: Departmental agencies and accounts* from 2009/10 onward. The 2009/10 amount includes once-off additional funds for the completion of the Emakhosini Multi-Media Centre. From 2012/13 onward, the budget includes additional funding for the merger of the horse racing regulator into the KZNGBB, which is being financed through additional revenue collected by the newly amalgamated entity.

The spending in 2009/10 against *Transfers and subsidies to: Non-profit institutions* relates to a donation to Nyonini Emnyama Catholic Church in Zion for chairs purchased from Cecil Nurse. The transfers of R12 million in 2011/12 and R8 million in 2012/13 relate to funding of the LIV Orphanage. Also in 2012/13, a donation of R30 000 was made to Khulani Production Artist Theatre for a graduation ceremony, as previously explained.

The amount against *Machinery and equipment* from 2009/10 onward is attributable to the purchase of office furniture and computer equipment for newly appointed staff. The decrease in the 2012/13 Adjusted

Appropriation is as a result of funds reprioritised within *Payment for capital assets* for the Nerve Centre, as explained below. The substantial decrease over the 2013/14 MTEF is due to the phased-in approach of the department with regard to purchasing machinery and equipment.

The amount in 2010/11 against *Heritage assets* relates to the erection of a memorial of *Inkosi Dingiswayo*, the erection of a memorial commemorating the arrival of the Indian indentured labourers in KZN, the erection of a tombstone and the reburial of the remains of Johny Makhathini, as well as the erection of a wall of remembrance and a tombstone for the victims of the Donnybrook Massacre. The amount in 2011/12 relates to the erection of 10 plaques in all districts in KZN commemorating the arrival of the Indian indentured labourers in KZN, and the erection of a wall of remembrance and tombstones for the victims of the Mahhehle Massacre. The increase in the 2012/13 Adjusted Appropriation is a result of savings reprioritised from *Goods and services* for the building of wax statues to honour former ANC Presidents and King Shaka in various sites in KZN. The amount in 2013/14 caters for the erection of 18 historical graves and the building of six memorials or monuments.

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

Payments for financial assets relates to losses written-off.

Service delivery measures – Programme 3: Policy and Governance

Table 1.22 below provides information on the service delivery measures pertaining to Programme 3: Policy and Governance.

The OTP reworded some existing measures and also introduced several new performance indicators from 2012/13 onward. Note that only a few main measures are reflected below, and the full set of measures is detailed in the department's APP.

Table 1.22: Service delivery measures – Programme 3: Policy and Governance

Outputs	Performance indicators	Estimated performance		Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	
1 Special Programmes						
1.1 To compile monthly and 4 quarterly report on implementation of multi-sectoral response to HIV and AIDS, TB and STI by 31 March 2014	<ul style="list-style-type: none"> No. of partnerships, on multi-sectoral response to HIV and AIDS, TB and STI 	Development and approval of new strategy plan for HIV and AIDS, STI and TB 2012-2016 based on reviews done by 30 August 2011	1 annual report 4 quarterly reports	1 annual report 4 quarterly reports	1 annual report 4 quarterly reports	
1.2 To co-ordinate and provide secretariat services for 4 Provincial Councils on AIDS meetings by 31 March 2014	<ul style="list-style-type: none"> No. of reports on secretariat services and AIDS committee trained 	3 PCA resolution reports 120 Wards AIDS Committee trained	3 PCA resolution reports 240 Wards AIDS Committees trained	3 PCA resolution reports 250 Wards AIDS Committees trained	3 PCA resolution reports 50 Wards AIDS Committees trained	
1.3 To amend the Gaming and Betting Act of 2010 by 31 March 2014	<ul style="list-style-type: none"> Certification of Amendment Bill by the State Law Advisory Services Submission of certified Amendment Bill to the Premier (document) 	KZN Gaming and Betting Regulations 2012 were promulgated on 14/6/12 First draft of Bill amending KZN Gaming and Betting Act, 2010 legally certified by end of 3rd quarter and lodged with Legislature by end of 4th quarter	KZN Gaming and Betting Amendment Act, 2013 passed in the 3rd quarter Amendments to KZN Gaming and Betting Regulations, 2012 promulgated in 4th quarter	Policy / framework law on person-to-person Internet gambling published for public comment	Review of KZN Gaming and Betting Act, 2010 and KZN Gaming and Betting Regulations, 2012	
1.4 To monitor activities of Gambling Board and gambling industry, on a quarterly basis to ensure compliance with applicable legislation	<ul style="list-style-type: none"> No. of quarterly reports submitted by the Board to the Gaming and Betting unit 	4	4	4	4	

Table 1.22: Service delivery measures – Programme 3: Policy and Governance

Outputs	Performance indicators	Estimated performance		Medium-term targets	
		2012/13	2013/14	2014/15	2015/16
2	Intergovernmental Relations (IGR)				
2.1	To facilitate inter-departmental co-operation and promote co-operative governance through implementation of IGR Act (1999) quarterly <ul style="list-style-type: none"> No. of IGR forum meetings. All support secretariat support services to COHOD No. of Premier's meeting with district and local municipalities through PCF and TPCF 	Macro alignment processes through feedback reports from national forums: 4 PCFs 3 TPCFs 12 COHOD	Macro alignment processes through feedback reports from national and provincial forums: 4 PCFs 3 TPCFs 12 COHOD 4 IGR provincial forums	Monitoring and evaluation reports of implementation of IGR Act through feedback reports from provincial forums: 4 PCFs 3 TPCFs 12 COHOD 4 IGR provincial forums	Monitoring and evaluation reports of implementation of IGR Act through feedback reports from provincial forums: 4 PCFs 3 TPCFs 12 COHOD 4 IGR provincial forums
3	Provincial Policy Management				
3.1	Macro Policy Development and Co-ordination				
3.1.1	To conduct policy analysis of all policy proposals submitted to the unit by depts. by 31 March 2014 <ul style="list-style-type: none"> % of policy proposals analysed and reviewed 	100%	100%	100%	100%
3.2	Planning Commission				
3.2.1	To provide all secretarial and administrative support services to the PPC weekly <ul style="list-style-type: none"> Acceptable and informative planning support services to PPC 	Provided technical planning and secretariat support services to all PPC meetings	Provided technical planning and secretariat support services to all PPC meetings	Provided technical planning and secretariat support services to all PPC meetings	Provided technical planning and secretariat support services to all PPC meetings
3.2.2	To monitor the implementation of the PGDS, PSEDs and PGDP quarterly <ul style="list-style-type: none"> Usable and aligned APPs of depts. with PGDS and PGDP 	12 catalytic development progs. are facilitated	Monitor the implementation of catalytic progs.	Monitor the implementation of catalytic progs.	Monitor the implementation of catalytic progs.
3.2.3	To facilitate co-ordination of the 12 catalytic development progs. for the provincial govt. by 31 March 2014 <ul style="list-style-type: none"> No. of co-ordinated development progs. for provincial govt quarterly 	12 catalytic development progs. facilitated	Monitor the implementation of catalytic progs.	Monitor the implementation of catalytic progs.	Monitor the implementation of catalytic progs.
3.3	Rural Development				
3.3.1	To facilitate expanded access to social services by people in rural communities by 20% by 31 March 2014 <ul style="list-style-type: none"> No. of households and people in rural communities with access to social services, water, electricity, and sanitation 	Transferring rural development function	Ensure expansion of access to social services in rural areas	Monitor provision of social services to rural areas	Monitor provision of social services to rural areas
3.4	KZN Climate Change				
3.4.1	To develop and adopt the KZN Climate Change and Sustainable Development Response Strategy and Action Plan by 31 July 2013 <ul style="list-style-type: none"> Level of compliance with the strategy and action plan quarterly 	Strategy and action plan for the Council developed and approved	Annual report on the implementation of KZN Climate Change Action Plan	Annual report on the implementation of KZN Climate Change Action Plan	Annual report on the implementation of KZN Climate Change Action Plan
4	Premier's Priority Programmes				
4.1	Stakeholder Co-ordination				
4.1.1	To develop and implement the provincial governmental Stakeholder Engagement and Management Strategy by March 2014 <ul style="list-style-type: none"> Adopted Stakeholder Engagement and Management Strategy by March 2014 	Devised Stakeholder Engagement and Management Strategy	Devised Stakeholder Engagement and Management Strategy	Devised Stakeholder Engagement and Management Strategy	Devised Stakeholder Engagement and Management Strategy
4.2	Youth				
4.2.1	Enhance youth skills development through effective implementation of the Youth Ambassadors prog. annually <ul style="list-style-type: none"> No. of implemented Youth Ambassadors prog. annually 	4 600	Enhanced Youth Ambassadors prog.	Enhanced Youth Ambassadors prog.	Enhanced Youth Ambassadors prog.
4.2.2	To co-ordinate and manage the household profiling process and impact of service interventions annually <ul style="list-style-type: none"> Report on household profiling process and impact of service interventions annually 	Fast-track access to service delivery at community level through inter-sectoral integration	Fast-track access to service delivery at community level through inter-sectoral integration	Fast-track access to service delivery at community level through inter-sectoral integration	Fast-track access to service delivery at community level through inter-sectoral integration
5	Heritage				
5.1	To profile heritage resources through holding heritage events by 31 March 2014 <ul style="list-style-type: none"> No. of heritage events co-ordinated and heritage profiled previously marginalised 	12	12	12	12
5.2	To profile 6 previously marginalised heritage resources through memorials and monuments by 31 March 2014 <ul style="list-style-type: none"> No. of monuments or memorials erected 	4	6	8	10

7. Other programme information

7.1 Personnel numbers and costs

Tables 1.23 and 1.24 reflect the personnel estimates for OTP, per programme, as well as a further breakdown of categories of personnel, as at 31 March 2010 to 31 March 2016.

The Finance component incorporates financial and management accounting services, supply chain management, integrity management and auxiliary and associated services.

The re-aligned organisational structure was approved during 2009/10. The personnel numbers for 2012/13 and the 2013/14 MTEF show a department that is better capacitated, through the anticipated recruitment of key vacant positions for the 2013/14 MTEF.

Table 1.23: Personnel numbers and costs per programme

	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	As at 31 March 2016
Personnel numbers							
1. Administration	125	127	125	140	125	125	125
2. Institutional Development	123	123	149	161	149	149	149
3. Policy and Governance	80	79	1 773	3 151	2 134	2 134	2 134
of which							
Youth ambassadors	-	-	1 607	3 024	1 966	1 966	1 966
Total	328	329	2 047	3 452	2 408	2 408	2 408
Total personnel cost (R thousand)	110 668	112 663	155 307	217 544	207 417	223 710	233 694
Unit cost (R thousand)	337	342	76	63	86	93	97

Table 1.24: Details of departmental personnel numbers and costs

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Total for department									
Personnel numbers (head count)	328	329	2 047	2 343	3 452	3 452	2 408	2 408	2 408
Personnel cost (R thousand)	110 668	112 663	155 307	197 767	217 544	217 544	207 417	223 710	233 694
Human resources component									
Personnel numbers (head count)	23	26	27	28	28	19	29	29	29
Personnel cost (R thousand)	3 543	4 805	4 805	5 646	5 646	4 474	6 107	6 458	6 829
Head count as % of total for department	7.01	7.90	1.32	1.20	0.81	0.55	1.20	1.20	1.20
Personnel cost as % of total for department	3.20	4.26	3.09	2.85	2.60	2.06	2.94	2.89	2.92
Finance component									
Personnel numbers (head count)	91	99	101	104	104	265	105	105	105
Personnel cost (R thousand)	17 818	20 781	22 926	25 047	25 047	62 725	26 295	27 741	29 266
Head count as % of total for department	27.74	30.09	4.93	4.44	3.01	7.68	4.36	4.36	4.36
Personnel cost as % of total for department	16.10	18.45	14.76	12.66	11.51	28.83	12.68	12.40	12.52
Full time workers									
Personnel numbers (head count)	328	329	1 332	736	1 845	315	442	442	442
Personnel cost (R thousand)	110 668	112 663	142 445	159 964	179 741	142 699	164 960	176 569	184 783
Head count as % of total for department	100.00	100.00	65.07	31.41	53.45	9.13	18.36	18.36	18.36
Personnel cost as % of total for department	100.00	100.00	91.72	80.89	82.62	65.60	79.53	78.93	79.07
Part-time workers									
Personnel numbers (head count)	-	-	-	-	-	-	-	-	-
Personnel cost (R thousand)	-	-	-	-	-	-	-	-	-
Head count as % of total for department	-	-	-	-	-	-	-	-	-
Personnel cost as % of total for department	-	-	-	-	-	-	-	-	-
Contract workers									
Personnel numbers (head count)	-	-	715	1 607	1 607	3 137	1 966	1 966	1 966
Personnel cost (R thousand)	-	-	12 862	37 803	37 803	74 845	42 457	47 141	48 911
Head count as % of total for department	-	-	34.93	68.59	46.55	90.87	81.64	81.64	81.64
Personnel cost as % of total for department	-	-	8.28	19.11	17.38	34.40	20.47	21.07	20.93

Contract workers consist of the Premier's special advisors, as well as other employees employed on a contractual basis, including personnel required for special programmes. From 2011/12, the youth ambassadors are also included under contract workers.

The department anticipates filling vacant posts over the 2012/13 and 2013/14 MTEF. This also corresponds with the increase in the allocation for *Compensation of employees* over the period. Also, as mentioned, from 2011/12 onward, the Youth Ambassadors programme is catered for. This accounts for

the drop in the unit cost from 2010/11 to 2011/12, and the low unit cost when compared to other provincial departments from 2011/12 onward.

It must be noted that the number of youth ambassadors will decrease drastically over 2013/14 MTEF from 3 024 to 1 966, to remain within budget.

7.2 Training

Tables 1.25 and 1.26 reflect payments and estimates on training per programme, providing actual and estimated expenditure on training for the period 2009/10 to 2012/13 and budgeted expenditure for the period 2013/14 to 2015/16. The department is required by the Skills Development Act to budget at least one per cent of its salary expense for staff training. The department has set aside one per cent of the total personnel costs in this regard. The training needs will be reviewed on an ongoing basis. This requirement gives credence to government policy on human resource development.

The budget increases steadily over the 2013/14 MTEF, as it is deemed necessary to train new appointees, as well as to develop and re-skill existing staff in line with the revised strategies of the department, where appropriate. The decrease against 2010/11 is due to cost-cutting. The increase reflected in 2012/13 is due to increased number of training programmes scheduled. The peak in 2012/13 includes the R20 million allocated for the youth ambassador training by SANDF.

Table 1.25: Payments and estimates on training

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
1. Administration	138	102	53	207	207	207	200	262	274
2. Institutional Development	982	996	639	1 535	1 535	1 535	1 825	1 946	2 036
3. Policy and Governance	148	89	181	20 740	20 740	20 740	1 110	1 125	1 177
Total	1 268	1 187	873	22 482	22 482	22 482	3 135	3 333	3 487

Table 1.26: Information on training

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Number of staff	328	329	2 047	2 343	3 452	3 452	2 408	2 408	2 408
Number of personnel trained	178	178	225	165	140	130	180	160	150
of which									
Male	69	69	90	56	45	35	80	55	45
Female	109	109	135	109	95	95	100	105	105
Number of training opportunities	192	192	212	17	20	18	19	20	22
of which									
Tertiary									
Workshops	12	12	12	12	12	12	14	14	14
Seminars	8	8	15	5	8	6	5	6	8
Other	172	172	185	-	-	-	-	-	-
Number of bursaries offered	45	45	30	-	-	-	-	-	-
External									
Internal	45	45	30	-	-	-	-	-	-
Number of interns appointed	22	22	24	38	-	-	36	36	38
Number of learnerships appointed									
Number of days spent on training									

It must be noted that, due to the effects of cost-cutting, there were no tertiary training opportunities provided to employees in 2009/10 and 2010/11. A number of other training opportunities reflect an increase from 2009/10 to 2011/12 due to the appointment of a skills development facilitator who ensured that training gaps identified in the Personal Development Plans were dealt with, resulting in increased training opportunities. This is also reflected over the 2013/14 MTEF.

ANNEXURE – VOTE 1: OFFICE OF THE PREMIER

Table 1.A: Details of departmental receipts

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Tax receipts	325 541	351 440	405 857	403 924	403 924	446 926	453 682	478 634	502 566
Casino taxes	283 970	305 583	337 435	336 827	336 827	383 835	385 479	406 680	427 014
Horse racing taxes	41 571	45 857	68 422	67 097	67 097	63 091	68 203	71 954	75 552
Liquor licences									
Motor vehicle licences									
Sale of goods and services other than capital assets	268	223	68	186	186	75	72	76	80
Sale of goods and services produced by dept. (excl. capital assets)	268	223	68	186	186	75	72	76	80
Sales by market establishments	-	-	1	-	-	-	-	-	-
Administrative fees									
Other sales	268	223	67	186	186	75	72	76	80
of which									
Bookmakers licences	12	19	-	24	24	-	-	-	-
Housing rent recoveries	141	147	8	49	49	-	-	-	-
Serv rend: Commission Insurance	70	20	59	85	85	75	72	76	80
Sales: Dept publications	45	37	-	28	28	-	-	-	-
Sale of scrap, waste, arms and other used current goods (excluding capital assets)									
Transfers received from:	-	-	-	-	-	-	-	-	-
Other governmental units									
Universities and technikons									
Foreign governments									
International organisations									
Public corporations and private enterprises									
Households and non-profit institutions									
Fines, penalties and forfeits									
Interest, dividends and rent on land	14	6	-	-	-	1	-	-	-
Interest	14	6	-	-	-	1	-	-	-
Dividends									
Rent on land									
Sale of capital assets	582	-	688	-	-	180	-	-	-
Land and subsoil assets									
Other capital assets	582	-	688	-	-	180	-	-	-
Transactions in financial assets and liabilities	78	943	49	-	-	696	-	-	-
Total	326 483	352 612	406 662	404 110	404 110	447 878	453 754	478 710	502 646

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Current payments	363 005	374 345	412 292	508 407	563 591	563 591	539 712	559 607	582 697
Compensation of employees	110 668	112 663	155 307	197 767	217 544	217 544	207 417	223 710	233 694
Salaries and wages	98 884	95 763	136 439	180 922	198 860	198 860	190 789	205 721	215 006
Social contributions	11 784	16 900	18 868	16 845	18 684	18 684	16 628	17 989	18 688
Goods and services	252 337	261 682	256 985	310 640	346 047	346 047	332 295	335 897	349 003
of which									
Administrative fees	2 642	2 028	1 664	2 158	2 304	2 304	1 669	1 725	1 794
Advertising	29 424	18 492	20 889	14 762	13 080	13 080	13 331	14 283	14 500
Assets <R5000	795	866	957	9 843	9 655	9 655	12 333	12 726	13 550
Audit cost: External	2 420	2 683	2 667	2 950	2 600	2 600	3 000	3 863	3 933
Bursaries (employees)	382	391	288	287	250	250	290	382	401
Catering: Departmental activities	13 254	15 944	7 605	7 374	6 964	6 964	6 721	7 226	7 023
Communication	11 173	8 815	8 388	11 969	10 666	10 666	16 224	16 551	17 577
Computer services	8 488	20 493	24 794	43 382	45 367	45 367	52 058	53 905	56 269
Cons/prof: Business & advisory services	34 889	19 486	25 554	47 319	52 847	52 847	66 800	61 971	67 044
Cons/prof: Infrastructure & planning	-	-	-	4 500	2 603	2 603	4 700	4 985	5 211
Cons/prof: Laboratory services	-	-	-	-	-	-	-	-	-
Cons/prof: Legal cost	713	992	358	1 596	1 596	1 596	1 771	1 543	1 615
Contractors	71 690	88 490	35 545	25 936	25 258	25 258	26 502	22 858	23 929
Agency & support/outourced services	481	176	21 376	6 201	16 100	16 100	11 506	12 233	9 888
Entertainment	3	-	-	381	376	376	304	429	450
Fleet services (incl. GMT)	-	11	2 288	2 000	2 000	2 000	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	776	995	1 273	2 026	2 258	2 258	1 765	1 914	2 019
Inventory: Fuel, oil and gas	24	23	6	40	90	90	144	170	160
Inventory: Learner and teacher supp material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	387	199	217	476	512	512	1 954	1 972	2 062
Inventory: Medical supplies	14	5	4	230	235	235	259	272	279
Inventory: Medicine	-	-	55	5	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Military stores	-	-	-	-	-	-	-	-	-
Inventory: Other consumables	268	253	1 965	664	930	930	736	727	801
Inventory: Stationery and printing	7 483	6 988	7 935	17 243	20 934	20 934	16 742	17 221	19 055
Operating leases	12 377	13 613	13 805	14 167	12 378	12 378	9 609	10 365	10 772
Property payments	11 456	10 330	11 437	17 403	15 421	15 421	21 030	24 514	25 726
Transport provided: Departmental activity	3 878	6 677	8 924	9 542	9 512	9 512	10 151	10 802	11 238
Travel and subsistence	22 854	26 419	33 427	32 339	34 124	34 124	38 046	39 277	39 077
Training and development	1 268	1 187	873	22 532	32 726	32 726	3 135	3 334	3 487
Operating expenditure	603	1 025	1 957	2 579	1 489	1 489	1 860	1 588	1 660
Venues and facilities	14 595	15 101	22 676	10 736	23 695	23 695	9 655	9 061	9 483
Rental and hiring	-	-	58	-	77	77	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to	52 954	42 035	61 362	73 523	93 553	93 553	73 319	76 986	79 800
Provinces and municipalities	4 840	18	21	10	15 026	15 026	12	13	14
Provinces	17	18	21	10	26	26	12	13	14
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	17	18	21	10	26	26	12	13	14
Municipalities	4 823	-	-	-	15 000	15 000	-	-	-
Municipalities	4 823	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	15 000	15 000	-	-	-
Departmental agencies and accounts	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641
Social security funds	-	-	-	-	-	-	-	-	-
Entities receiving funds	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641
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 institutions	30	-	12 000	8 000	8 030	8 030	-	-	-
Households	1 095	5 329	7 947	3 278	8 262	8 262	8 281	8 743	9 145
Social benefits	-	-	-	-	-	-	3	3	3
Other transfers to households	1 095	5 329	7 947	3 278	8 262	8 262	8 278	8 740	9 142
Payments for capital assets	11 323	7 365	11 939	12 670	30 387	30 387	7 823	2 465	2 581
Buildings and other fixed structures	4 305	-	-	1 000	6 701	6 701	-	-	-
Buildings	4 305	-	-	1 000	6 701	6 701	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	7 009	6 714	3 949	11 170	8 766	8 766	2 708	2 215	2 319
Transport equipment	1 120	-	-	-	-	-	-	-	-
Other machinery and equipment	5 889	6 714	3 949	11 170	8 766	8 766	2 708	2 215	2 319
Heritage assets	-	323	1 722	-	8 000	8 000	4 865	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	9	328	6 268	500	6 920	6 920	250	250	262
Payments for financial assets	1 821	62	7	-	8	8	-	-	-
Total	429 103	423 807	485 600	594 600	687 539	687 539	620 854	639 058	665 078

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payments	90 840	92 926	108 039	146 447	138 041	138 041	154 078	161 824	172 461
Compensation of employees	35 894	43 270	50 837	64 524	57 216	57 216	62 052	67 141	69 919
Salaries and wages	31 946	36 779	43 686	58 207	52 230	52 230	55 954	60 776	63 387
Social contributions	3 948	6 491	7 151	6 317	4 986	4 986	6 098	6 365	6 532
Goods and services	54 946	49 656	57 202	81 923	80 825	80 825	92 026	94 683	102 542
of which									
Administrative fees	1 103	661	598	486	496	496	463	490	501
Advertising	3 785	582	1 354	1 230	1 570	1 570	1 203	1 292	1 257
Assets <R5000	233	437	374	1 208	1 218	1 218	1 181	1 023	1 315
Audit cost: External	2 420	2 683	2 667	2 950	2 600	2 600	3 000	3 863	3 933
Bursaries (employees)									
Catering: Departmental activities	1 975	3 284	1 918	2 420	2 406	2 406	2 340	2 495	2 574
Communication	3 423	3 919	4 804	2 629	2 603	2 603	5 867	5 647	6 173
Computer services	45	491	34	65	1 866	1 866	1 102	151	39
Cons/prof: Business & advisory services	8 614	864	1 455	27 339	21 910	21 910	32 690	33 021	36 762
Cons/prof: Infrastructure & planning	-	-	-	-	-	-	-	3	-
Cons/prof: Laboratory services									
Cons/prof: Legal cost	(26)	983	333	1 362	1 362	1 362	1 372	1 111	1 163
Contractors	7 034	8 057	5 861	3 168	3 466	3 466	1 841	2 136	2 254
Agency & support/outourced services	144	-	2 172	2 106	1 618	1 618	3 339	3 498	3 750
Entertainment	3	-	-	111	106	106	154	169	177
Fleet services (incl. GMT)	-	11	2 288	2 000	2 000	2 000	-	-	-
Housing									
Inventory: Food and food supplies	153	285	370	712	706	706	777	870	928
Inventory: Fuel, oil and gas	24	23	6	40	40	40	44	64	49
Inventory: Learner and teacher supp material									
Inventory: Materials and supplies	281	68	54	51	52	52	70	67	72
Inventory: Medical supplies	14	-	2	12	17	17	28	31	27
Inventory: Medicine	-	-	-	5	-	-	-	-	-
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	230	156	64	491	450	450	476	476	540
Inventory: Stationery and printing	2 820	1 687	1 726	4 967	4 811	4 811	3 194	3 278	4 468
Operating leases	7 326	7 736	8 371	8 081	8 061	8 061	8 058	8 705	9 035
Property payments	8 190	5 891	7 784	4 909	6 900	6 900	6 729	7 213	7 629
Transport provided: Departmental activity	119	816	135	206	456	456	300	368	324
Travel and subsistence	4 660	9 397	10 006	13 072	13 347	13 347	13 145	13 770	14 400
Training and development	138	102	53	207	207	207	200	263	274
Operating expenditure	27	133	329	247	349	349	143	155	161
Venues and facilities	2 211	1 390	4 392	1 849	2 188	2 188	4 310	4 524	4 737
Rental and hiring	-	-	52	-	20	20	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest									
Rent on land									
Transfers and subsidies to	736	5 148	891	1 288	16 281	16 281	1 290	1 333	1 395
Provinces and municipalities	17	18	21	10	15 026	15 026	12	13	14
Provinces	17	18	21	10	26	26	12	13	14
Provincial Revenue Funds									
Provincial agencies and funds	17	18	21	10	26	26	12	13	14
Municipalities	-	-	-	-	15 000	15 000	-	-	-
Municipalities									
Municipal agencies and funds	-	-	-	-	15 000	15 000	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds									
Entities receiving funds									
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 institutions									
Households	719	5 130	870	1 278	1 255	1 255	1 278	1 320	1 381
Social benefits									
Other transfers to households	719	5 130	870	1 278	1 255	1 255	1 278	1 320	1 381
Payments for capital assets	6 497	3 656	1 825	1 493	9 426	9 426	1 586	1 215	1 272
Buildings and other fixed structures	3 932	-	-	-	5 701	5 701	-	-	-
Buildings	3 932	-	-	-	5 701	5 701	-	-	-
Other fixed structures									
Machinery and equipment	2 565	3 654	1 825	993	3 225	3 225	1 336	965	1 010
Transport equipment	1 120	-	-	-	-	-	-	-	-
Other machinery and equipment	1 445	3 654	1 825	993	3 225	3 225	1 336	965	1 010
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	-	2	-	500	500	500	250	250	262
Payments for financial assets	1 786	8	6	-	-	-	-	-	-
Total	99 859	101 738	110 761	149 228	163 748	163 748	156 954	164 372	175 128

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14	2014/15	2015/16
Current payments	101 313	92 629	97 525	125 002	127 573	127 573	136 874	137 325	143 641
Compensation of employees	48 668	43 171	48 156	57 355	56 580	56 580	60 644	64 330	67 292
Salaries and wages	43 509	36 695	41 092	50 621	50 151	50 151	55 003	58 295	60 980
Social contributions	5 159	6 476	7 064	6 734	6 429	6 429	5 641	6 035	6 312
Goods and services	52 645	49 458	49 369	67 647	70 993	70 993	76 230	72 995	76 349
of which									
Administrative fees	517	264	207	279	349	349	259	190	201
Advertising	5 082	5 038	12 423	4 197	4 330	4 330	4 591	4 888	5 112
Assets <R5000	487	270	408	1 329	1 238	1 238	958	955	994
Audit cost: External									
Bursaries (employees)	380	391	286	237	200	200	220	250	263
Catering: Departmental activities	2 021	714	722	559	1 415	1 415	893	934	977
Communication	5 921	4 770	3 578	5 174	5 492	5 492	6 044	6 332	6 623
Computer services	8 374	9 356	7 417	13 604	13 454	13 454	17 917	18 787	19 654
Cons/prof: Business & advisory services	5 221	4 167	2 489	5 380	4 083	4 083	12 556	5 001	5 231
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	148	9	25	234	234	234	249	262	274
Contractors	6 502	5 559	2 528	7 913	7 298	7 298	4 102	4 077	4 264
Agency & support/outourced services	158	2	480	105	2 405	2 405	135	140	146
Entertainment									
Fleet services (incl. GMT)									
Housing									
Inventory: Food and food supplies	108	79	66	142	165	165	145	147	153
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher supp material									
Inventory: Materials and supplies	24	96	163	104	134	134	64	37	37
Inventory: Medical supplies	-	5	-	17	17	17	19	16	17
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	38	55	155	82	423	423	135	130	136
Inventory: Stationery and printing	1 714	3 307	2 959	2 658	3 701	3 701	2 962	2 567	2 683
Operating leases	4 642	5 454	4 944	5 424	3 644	3 644	738	769	804
Property payments	3 000	4 410	3 653	12 494	8 521	8 521	14 301	17 301	18 097
Transport provided: Departmental activity	707	-	6	-	-	-	-	-	-
Travel and subsistence	3 787	3 400	4 617	5 340	4 962	4 962	7 150	7 348	7 687
Training and development	982	996	639	1 535	1 470	1 470	1 825	1 946	2 036
Operating expenditure	130	127	746	400	265	265	187	175	183
Venues and facilities	2 702	989	858	440	7 176	7 176	780	743	777
Rental and hiring	-	-	-	-	17	17	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest									
Rent on land									
Transfers and subsidies to	247	93	7 077	2 000	7 001	7 001	7 003	7 423	7 764
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds									
Entities receiving funds									
Universities and technikons	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations									
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production									
Other transfers									
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	247	93	7 077	2 000	7 001	7 001	7 003	7 423	7 764
Social benefits	-	-	-	-	-	-	3	3	3
Other transfers to households	247	93	7 077	2 000	7 001	7 001	7 000	7 420	7 761
Payments for capital assets	3 758	2 533	901	3 276	4 987	4 987	1 332	1 190	1 247
Buildings and other fixed structures	-	-	-	1 000	1 000	1 000	-	-	-
Buildings	-	-	-	1 000	1 000	1 000	-	-	-
Other fixed structures									
Machinery and equipment	3 749	2 207	901	2 276	3 987	3 987	1 332	1 190	1 247
Transport equipment									
Other machinery and equipment	3 749	2 207	901	2 276	3 987	3 987	1 332	1 190	1 247
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	9	326	-	-	-	-	-	-	-
Payments for financial assets	3	20	1	-	5	5	-	-	-
Total	105 321	95 275	105 504	130 278	139 566	139 566	145 209	145 938	152 652

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

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2009/10	2010/11	2011/12	Appropriation	Appropriation	Estimate	2013/14	2014/15	2015/16
					2012/13				
Current payments	170 852	188 790	206 728	236 958	297 977	297 977	248 760	260 458	266 595
Compensation of employees	26 106	26 222	56 314	75 888	103 748	103 748	84 721	92 239	96 483
Salaries and wages	23 429	22 289	51 661	72 094	96 479	96 479	79 832	86 650	90 639
Social contributions	2 677	3 933	4 653	3 794	7 269	7 269	4 889	5 589	5 844
Goods and services	144 746	162 568	150 414	161 070	194 229	194 229	164 039	168 219	170 112
of which									
Administrative fees	1 022	1 103	859	1 393	1 459	1 459	947	1 045	1 092
Advertising	20 557	12 872	7 112	9 335	7 180	7 180	7 537	8 103	8 131
Assets <R5000	75	159	175	7 306	7 199	7 199	10 194	10 748	11 241
Audit cost: External									
Bursaries (employees)	2	-	2	50	50	50	70	132	138
Catering: Departmental activities	9 258	11 946	4 965	4 395	3 143	3 143	3 488	3 797	3 472
Communication	1 829	126	6	4 166	2 571	2 571	4 313	4 572	4 781
Computer services	69	10 646	17 343	29 713	30 047	30 047	33 039	34 967	36 576
Cons/prof: Business & advisory services	21 054	14 455	21 610	14 600	26 854	26 854	21 554	23 949	25 051
Cons/prof: Infrastructure & planning	-	-	-	4 500	2 603	2 603	4 700	4 982	5 211
Cons/prof: Laboratory services									
Cons/prof: Legal cost	591	-	-	-	-	-	150	170	178
Contractors	58 154	74 874	27 156	14 855	14 494	14 494	20 559	16 645	17 411
Agency & support/outsourced services	179	174	18 724	3 990	12 077	12 077	8 032	8 595	5 992
Entertainment	-	-	-	270	270	270	150	260	273
Fleet services (incl. GMT)									
Housing									
Inventory: Food and food supplies	515	631	837	1 172	1 387	1 387	843	897	938
Inventory: Fuel, oil and gas	-	-	-	-	50	50	100	106	111
Inventory: Learner and teacher supp material									
Inventory: Materials and supplies	82	35	-	321	326	326	1 820	1 868	1 953
Inventory: Medical supplies	-	-	2	201	201	201	212	225	235
Inventory: Medicine	-	-	55	-	-	-	-	-	-
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	-	42	1 746	91	57	57	125	121	125
Inventory: Stationery and printing	2 949	1 994	3 250	9 618	12 422	12 422	10 586	11 376	11 904
Operating leases	409	423	490	662	673	673	813	891	933
Property payments	266	29	-	-	-	-	-	-	-
Transport provided: Departmental activity	3 052	5 861	8 783	9 336	9 056	9 056	9 851	10 434	10 914
Travel and subsistence	14 407	13 622	18 804	13 927	15 815	15 815	17 751	18 159	16 990
Training and development	148	89	181	20 790	31 049	31 049	1 110	1 125	1 177
Operating expenditure	446	765	882	1 932	875	875	1 530	1 258	1 316
Venues and facilities	9 682	12 722	17 426	8 447	14 331	14 331	4 565	3 794	3 969
Rental and hiring	-	-	6	-	40	40	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest									
Rent on land									
Transfers and subsidies to	51 971	36 794	53 394	70 235	70 271	70 271	65 026	68 230	70 641
Provinces and municipalities	4 823	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities	4 823	-	-	-	-	-	-	-	-
Municipalities	4 823	-	-	-	-	-	-	-	-
Municipal agencies and funds									
Departmental agencies and accounts	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641
Social security funds									
Entities receiving funds	46 989	36 688	41 394	62 235	62 235	62 235	65 026	68 230	70 641
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 institutions	30	-	12 000	8 000	8 030	8 030	-	-	-
Households	129	106	-	-	6	6	-	-	-
Social benefits									
Other transfers to households	129	106	-	-	6	6	-	-	-
Payments for capital assets	1 068	1 176	9 213	7 901	15 974	15 974	4 905	60	62
Buildings and other fixed structures	373	-	-	-	-	-	-	-	-
Buildings	373	-	-	-	-	-	-	-	-
Other fixed structures									
Machinery and equipment	695	853	1 223	7 901	1 554	1 554	40	60	62
Transport equipment									
Other machinery and equipment	695	853	1 223	7 901	1 554	1 554	40	60	62
Heritage assets	-	323	1 722	-	8 000	8 000	4 865	-	-
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	-	-	6 268	-	6 420	6 420	-	-	-
Payments for financial assets	32	34	-	-	3	3	-	-	-
Total	223 923	226 794	269 335	315 094	384 225	384 225	318 691	328 748	337 298

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

No.	Project name	Municipality/ Region	Type of infrastructure		Project duration		Source of funding	Budget programme name	EPWP budget for current financial year	Total project cost	Payments to date from previous years	Total available	MTEF forward estimates	
			Project/admin block; water; electricity; sanitation; etc.	Units (i.e. number of facilities)	Date: Start	Date: Finish						2013/14	2014/15	2015/16
R thousand														
New and replacement assets								-	-	-	-	-	-	-
Upgrades and additions								-	-	-	-	-	-	-
Rehabilitation, renovations and refurbishments								-	-	-	-	-	-	-
Maintenance and repairs														
1.	Provincial Public Service Training Academy	eThekwini	Project/admin block	1	01 Apr 2011	01 Mar 2016	Equitable share	Programme 2	-	89 550	-	12 000	15 000	15 690
2.	Moses Mabhidla Building	uMgungundlovu	Maintenance and Repairs	3	01 Apr 2011	01 Mar 2016	Equitable share	Programme 1	-	4 164	-	1 300	1 400	1 464
Total Maintenance and repairs									-	93 714	-	13 300	16 400	17 154
Infrastructure transfers - current									-	-	-	-	-	-
Infrastructure transfers - capital									-	-	-	-	-	-
Total Infrastructure									-	93 714	-	13 300	16 400	17 154

Table 1.G: Summary of transfers to local government (Ulundi Airport transfer to Zululand DM; AFCON to eThekweni)

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
A KZN2000 eThekweni	-	-	-	-	15 000	15 000	-	-	-
Total: Ugu Municipalities	-	-	-	-	-	-	-	-	-
B KZN211 Vulamehlo	-	-	-	-	-	-	-	-	-
B KZN212 Umdoni	-	-	-	-	-	-	-	-	-
B KZN213 Umzumbe	-	-	-	-	-	-	-	-	-
B KZN214 uMuziwabantu	-	-	-	-	-	-	-	-	-
B KZN215 Ezingoleni	-	-	-	-	-	-	-	-	-
B KZN216 Hibiscus Coast	-	-	-	-	-	-	-	-	-
C DC21 Ugu District Municipality	-	-	-	-	-	-	-	-	-
Total: uMgungundlovu Municipalities	-	-	-	-	-	-	-	-	-
B KZN221 uMshwathi	-	-	-	-	-	-	-	-	-
B KZN222 uMngeni	-	-	-	-	-	-	-	-	-
B KZN223 Mpofana	-	-	-	-	-	-	-	-	-
B KZN224 Impendle	-	-	-	-	-	-	-	-	-
B KZN225 Msunduzi	-	-	-	-	-	-	-	-	-
B KZN226 Mkhambathini	-	-	-	-	-	-	-	-	-
B KZN227 Richmond	-	-	-	-	-	-	-	-	-
C DC22 uMgungundlovu District Municipality	-	-	-	-	-	-	-	-	-
Total: Uthukela Municipalities	-	-	-	-	-	-	-	-	-
B KZN232 Emnambithi/Ladysmith	-	-	-	-	-	-	-	-	-
B KZN233 Indaka	-	-	-	-	-	-	-	-	-
B KZN234 Urmtshezi	-	-	-	-	-	-	-	-	-
B KZN235 Okhahlamba	-	-	-	-	-	-	-	-	-
B KZN236 Imbabazane	-	-	-	-	-	-	-	-	-
C DC23 Uthukela District Municipality	-	-	-	-	-	-	-	-	-
Total: Umzinyathi Municipalities	-	-	-	-	-	-	-	-	-
B KZN241 Endumeni	-	-	-	-	-	-	-	-	-
B KZN242 Nqutu	-	-	-	-	-	-	-	-	-
B KZN244 Msinga	-	-	-	-	-	-	-	-	-
B KZN245 Umvoti	-	-	-	-	-	-	-	-	-
C DC24 Umzinyathi District Municipality	-	-	-	-	-	-	-	-	-
Total: Amajuba Municipalities	-	-	-	-	-	-	-	-	-
B KZN252 Newcastle	-	-	-	-	-	-	-	-	-
B KZN253 eMadlangeni	-	-	-	-	-	-	-	-	-
B KZN254 Dannhauser	-	-	-	-	-	-	-	-	-
C DC25 Amajuba District Municipality	-	-	-	-	-	-	-	-	-
Total: Zululand Municipalities	4 823	-	-	-	-	-	-	-	-
B KZN261 eDumbe	-	-	-	-	-	-	-	-	-
B KZN262 uPhongolo	-	-	-	-	-	-	-	-	-
B KZN263 Abaqulusi	-	-	-	-	-	-	-	-	-
B KZN265 Nongoma	-	-	-	-	-	-	-	-	-
B KZN266 Ulundi	-	-	-	-	-	-	-	-	-
C DC26 Zululand District Municipality	4 823	-	-	-	-	-	-	-	-
Total: Umkhanyakude Municipalities	-	-	-	-	-	-	-	-	-
B KZN271 Umhlabuyalingana	-	-	-	-	-	-	-	-	-
B KZN272 Jozini	-	-	-	-	-	-	-	-	-
B KZN273 The Big 5 False Bay	-	-	-	-	-	-	-	-	-
B KZN274 Hlabisa	-	-	-	-	-	-	-	-	-
B KZN275 Mtubatuba	-	-	-	-	-	-	-	-	-
C DC27 Umkhanyakude District Municipality	-	-	-	-	-	-	-	-	-
Total: uThungulu Municipalities	-	-	-	-	-	-	-	-	-
B KZN281 Umfolozi	-	-	-	-	-	-	-	-	-
B KZN282 uMhlathuze	-	-	-	-	-	-	-	-	-
B KZN283 Ntambanana	-	-	-	-	-	-	-	-	-
B KZN284 uMlalazi	-	-	-	-	-	-	-	-	-
B KZN285 Mthonjaneni	-	-	-	-	-	-	-	-	-
B KZN286 Nkandla	-	-	-	-	-	-	-	-	-
C DC28 uThungulu District Municipality	-	-	-	-	-	-	-	-	-
Total: Ilembe Municipalities	-	-	-	-	-	-	-	-	-
B KZN291 Mandeni	-	-	-	-	-	-	-	-	-
B KZN292 KwaDukuza	-	-	-	-	-	-	-	-	-
B KZN293 Ndwedwe	-	-	-	-	-	-	-	-	-
B KZN294 Maphumulo	-	-	-	-	-	-	-	-	-
C DC29 Ilembe District Municipality	-	-	-	-	-	-	-	-	-
Total: Sisonke Municipalities	-	-	-	-	-	-	-	-	-
B KZN431 Ingwe	-	-	-	-	-	-	-	-	-
B KZN432 Kwa Sani	-	-	-	-	-	-	-	-	-
B KZN433 Greater Kokstad	-	-	-	-	-	-	-	-	-
B KZN434 Ubuhlebezwe	-	-	-	-	-	-	-	-	-
B KZN435 Umzimkulu	-	-	-	-	-	-	-	-	-
C DC43 Sisonke District Municipality	-	-	-	-	-	-	-	-	-
Unallocated	-	-	-	-	-	-	-	-	-
Total	4 823	-	-	-	15 000	15 000	-	-	-

Table 1.H: Financial summary for KZN Gaming and Betting Board (KZNGBB)

R thousand	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	9 919	12 969	13 251	13 848	12 805	13 045	13 184
Sale of goods and services other than capital assets	9 877	11 396	11 397	12 408	11 305	11 395	11 458
Fines penalties and forfeits	-	-	1 854	1 440	1 500	1 650	1 726
Interest, dividends and rent on land	42	1 573	-	-	-	-	-
Other non-tax revenue	-	-	-	-	-	-	-
Transfers received *	19 238	16 356	17 337	35 775	37 809	40 077	41 922
Sale of capital assets	-	-	379	-	-	-	-
Total revenue	29 157	29 325	30 967	49 623	50 614	53 122	55 106
Expenses							
Current expense	28 415	29 462	35 143	48 040	49 614	51 873	53 851
Compensation of employees	15 659	18 158	21 579	27 750	33 283	35 059	36 672
Use of goods and services	12 021	11 137	12 480	19 340	15 119	15 687	16 003
Depreciation	735	167	1 084	950	1 212	1 127	1 176
Unauthorised expenditure	-	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	28 415	29 462	35 143	48 040	49 614	51 873	53 851
Surplus / (Deficit)	742	(137)	(4 176)	1 583	1 000	1 249	1 255
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	(848)	(1 229)	757	950	1 212	1 127	1 176
Adjustments for:							
Depreciation	779	299	1 084	950	1 212	1 127	1 176
Interest	(1 669)	(1 573)	-	-	-	-	-
Net (profit) / loss on disposal of fixed assets	-	-	(380)	-	-	-	-
Other	42	45	53	-	-	-	-
Operating surplus / (deficit) before changes in working capital	(106)	(1 366)	(3 419)	2 533	2 212	2 376	2 431
Changes in working capital	1 188	537	4 509	310	(462)	(370)	(246)
(Decrease) / increase in accounts payable	1 592	186	3 121	(96)	(480)	(350)	(219)
Decrease / (increase) in accounts receivable	(418)	117	1 696	128	(120)	(95)	(108)
(Decrease) / increase in provisions	14	234	(308)	278	138	75	81
Cash flow from operating activities	1 082	(829)	1 090	2 843	1 750	2 006	2 185
Transfers from government	-	-	-	-	-	-	-
Cash flow from investing activities	(650)	(1 713)	42 764	(14 672)	(1 654)	(1 937)	(1 976)
Acquisition of assets	(650)	(1 713)	(979)	(1 584)	(1 000)	(1 250)	(1 255)
Computer equipment	(650)	(1 713)	(235)	(1 284)	(875)	(1 100)	(1 100)
Furniture and office equipment	-	-	(30)	(300)	(125)	(150)	(155)
Transport assets	-	-	(361)	-	-	-	-
Computer software	-	-	(353)	-	-	-	-
Other flows from investing activities	-	-	43 743	(13 088)	(654)	(687)	(721)
Cash flow from financing activities	-	-	(9 782)	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	432	(2 542)	34 072	(11 829)	96	69	209
Balance sheet data							
Carrying value of assets	299	379	2 396	3 029	2 817	2 941	3 019
Computer equipment	130	99	839	1 858	1 990	2 294	2 476
Furniture and office equipment	84	94	550	444	391	385	386
Transport assets	-	-	451	350	210	126	76
Computer software	85	186	556	377	226	136	81
Investments	-	-	-	13 088	13 742	14 429	15 150
Cash and cash equivalents	29 176	37 090	34 072	22 243	22 339	22 408	22 617
Bank	29 176	37 090	34 071	22 239	22 335	22 404	22 613
Cash on Hand	-	-	1	4	4	4	4
Receivables and prepayments	710	594	723	595	715	810	918
Trade receivables	710	594	100	150	225	270	324
Other receivables	-	-	504	350	385	424	466
Prepaid expenses	-	-	119	95	105	116	128
Inventory	-	-	-	-	-	-	-
Total assets	30 185	38 063	37 191	38 955	39 613	40 588	41 704
Capital and reserves	19 101	25 680	20 906	22 489	23 489	24 738	25 993
Share capital and premium	-	-	-	-	-	-	-
Accumulated reserves	18 359	25 817	25 082	20 906	22 489	23 489	24 738
Surplus / (Deficit)	742	(137)	(4 176)	1 583	1 000	1 249	1 255
Borrowings	-	-	-	-	-	-	-
Post retirement benefits	-	-	-	-	-	-	-
Trade and other payables	2 783	2 797	1 868	1 650	1 770	1 900	2 065
Trade payables	638	682	972	950	1 045	1 150	1 265
Other	2 145	2 115	896	700	725	750	800
Deferred income	7 981	8 153	13 310	13 432	12 832	12 352	11 968
Provisions	1 062	1 296	1 107	1 384	1 522	1 598	1 678
Leave pay provision	1 062	1 296	1 107	1 384	1 522	1 598	1 678
Funds managed (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-	-
Contingent liabilities	(742)	137	-	-	-	-	-
Total equity and liabilities	30 185	38 063	37 191	38 955	39 613	40 588	41 704

*Note: Some of the amounts reflected as Transfers received do not equal the amounts reflected in Table 1.10, as portion of the transfers is reflected against other Balance Sheet items.

Table 1.I: Financial summary for Amafa aKwaZulu-Natali (Amafa)

R thousand	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	2 379	2 663	3 087	1 040	1 085	1 149	1 220
Sale of goods and services other than capital assets	1 158	1 519	1 950	690	710	749	780
Interest, dividends and rent on land	1 221	1 144	1 137	350	375	400	440
Transfers received	32 841	20 332	24 057	26 460	27 595	28 954	29 977
Sale of capital assets	-	-	-	-	-	-	-
Total revenue	35 220	22 995	27 144	27 500	28 680	30 103	31 197
Expenses							
Current expense	21 758	25 399	25 543	28 850	30 030	31 453	32 547
Compensation of employees	14 166	15 611	17 168	19 697	20 741	21 986	23 159
Use of goods and services	6 329	7 960	6 839	7 803	7 939	8 117	8 038
Depreciation	1 263	1 828	1 536	1 350	1 350	1 350	1 350
Unauthorised expenditure	-	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	21 758	25 399	25 543	28 850	30 030	31 453	32 547
Surplus / (Deficit)	13 462	(2 404)	1 601	(1 350)	(1 350)	(1 350)	(1 350)
Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	1 189	1 846	1 546	1 350	1 350	1 350	1 350
Adjustments for:							
Depreciation	1 263	1 828	1 536	1 350	1 350	1 350	1 350
Net (profit) / loss on disposal of fixed assets	(74)	18	10	-	-	-	-
Operating surplus / (deficit) before changes in working capital	14 651	(558)	3 147	-	-	-	-
Changes in working capital	(329)	160	(223)	(122)	-	-	-
(Decrease) / increase in accounts payable	(881)	(135)	33	(83)	-	-	-
Decrease / (increase) in accounts receivable	(49)	256	(302)	(39)	-	-	-
(Decrease) / increase in provisions	601	39	46	-	-	-	-
Cash flow from operating activities	14 322	(398)	2 924	(122)	-	-	-
Transfers from government	-	-	-	-	-	-	-
Cash flow from investing activities	(11 441)	(1 972)	(823)	(105)	(105)	(105)	(105)
Acquisition of Assets	(11 441)	(1 972)	(823)	(105)	(105)	(105)	(105)
Non-residential buildings	(7 689)	(894)	(122)	-	-	-	-
Computer equipment	(52)	(18)	(106)	(20)	(20)	(20)	(20)
Furniture and office equipment	(2 974)	(840)	(595)	(85)	(85)	(85)	(85)
Transport assets	(726)	(220)	-	-	-	-	-
Other flows from investing activities	-	-	-	-	-	-	-
Cash flow from financing activities	184	74	8	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	3 065	(2 296)	2 109	(227)	(105)	(105)	(105)
Balance sheet data							
Carrying value of assets	33 717	33 201	32 470	31 116	29 761	28 406	27 051
Non-residential buildings	24 966	24 772	24 371	23 871	23 371	22 871	22 371
Computer equipment	46	28	74	70	65	60	55
Furniture and office equipment	6 634	6 422	6 281	5 681	5 081	4 481	3 881
Transport assets	2 071	1 979	1 744	1 494	1 244	994	744
Investments	-	-	-	-	-	-	-
Cash and cash equivalents	18 540	16 243	18 352	18 580	18 585	18 590	18 595
Bank	18 540	16 243	18 352	18 580	18 585	18 590	18 595
Cash on Hand	-	-	-	-	-	-	-
Receivables and prepayments	803	384	346	-	-	-	-
Trade receivables	226	105	113	-	-	-	-
Other receivables	183	-	-	-	-	-	-
Prepaid expenses	187	182	233	-	-	-	-
Accrued income	207	97	-	-	-	-	-
Inventory	807	971	1 311	1 350	1 350	1 350	1 350
Total assets	53 867	50 799	52 479	51 046	49 696	48 346	46 996
Capital and reserves	52 393	49 421	51 022	49 672	48 322	46 972	45 622
Share capital and premium	-	-	-	-	-	-	-
Accumulated reserves	38 931	52 393	49 421	51 022	49 672	48 322	46 972
Surplus / (Deficit)	13 462	(2 404)	1 601	(1 350)	(1 350)	(1 350)	(1 350)
Other	-	(568)	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-
Post retirement benefits	-	-	-	-	-	-	-
Trade and other payables	185	49	83	-	-	-	-
Deferred income	-	-	-	-	-	-	-
Provisions	1 289	1 329	1 374	1 374	1 374	1 374	1 374
Leave pay provision	932	944	963	963	963	963	963
Other	357	385	411	411	411	411	411
Funds managed (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-	-
Contingent liabilities	-	-	-	-	-	-	-
Total equity and liabilities	53 867	50 799	52 479	51 046	49 696	48 346	46 996

Table 1.J: Personnel summary for KZNGBB

Table 101: Personnel Summary for 2009/10							
R thousand	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Details of personnel numbers, compensation of employees and unit cost							
A. Permanent and full-time-contract employees							
Personnel cost (R thousand)	-	-	21 580	27 750	33 283	35 059	36 672
Personnel numbers (head count)	-	-	58	71	76	76	76
Unit cost	-	-	372	391	438	461	483
B. Part-time and temporary contract employees							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost	-	-	-	-	-	-	-
Total for entity							
Personnel cost (R thousand)	-	-	21 580	27 750	33 283	35 059	36 672
Personnel numbers (head count)	-	-	58	71	76	76	76
Unit cost	-	-	372	391	438	461	483
Details of personnel numbers according to salary level							
Salary Level							
Board Members	-	-	8	9	9	9	9
Executive Management	-	-	1	1	1	1	1
Senior Management	-	-	3	4	5	5	5
Middle Management	-	-	7	10	10	10	10
Professionals	-	-	37	46	48	48	48
Semi-skilled	-	-	9	9	11	11	11
Very low skilled	-	-	1	1	1	1	1
Total	-	-	66	80	85	85	85

Table 1.K: Personnel summary for Amafa

Audited Outcome				Revised Estimate	Medium-term Estimates		
R thousand	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Details of personnel numbers, compensation of employees and unit cost							
A. Permanent and full-time-contract employees							
Personnel cost (R thousand)	14 166	15 611	16 468	18 957	19 953	21 085	22 237
Personnel numbers (head count)	100	100	100	105	105	105	105
Unit cost	142	156	165	181	190	201	212
B. Part-time and temporary contract employees							
Personnel cost (R thousand)	660	680	700	740	788	901	922
Personnel numbers (head count)	150	150	150	150	150	150	150
Unit cost	4	5	5	5	5	6	6
Total for entity							
Personnel cost (R thousand)	14 826	16 291	17 168	19 697	20 741	21 986	23 159
Personnel numbers (head count)	250	250	250	255	255	255	255
Unit cost	59	65	69	77	81	86	91
Details of personnel numbers according to salary level							
Salary Level							
Board Members							
Executive Management	614	651	716	766	806	850	897
Senior Management	1 430	1 512	1 750	2 320	2 437	2 565	2 705
Middle Management	2 974	3 448	3 616	4 101	4 315	4 563	4 810
Professionals							
Semi-skilled	5 952	6 462	6 664	7 747	8 150	8 617	9 087
Very low skilled	3 856	4 218	4 422	4 763	5 033	5 391	5 660
Total	14 826	16 291	17 168	19 697	20 741	21 986	23 159