

**VOTE 1**

**OFFICE OF THE PREMIER**

Department: Office of the Premier	Vote 1
To be appropriated in Vote in 2013/14	R 259 669 000
Responsible MEC	Premier of the North West Province
Administering Department	Office of the Premier
Accounting Officer	Director General of the Office of the Premier

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## 1. Overview

### Vision

The Vision is to be the most efficient and effective Provincial Administration achieving integrated governance in South Africa.

### Mission

The Mission is to provide leadership for integrated, coordinated and efficient service delivery that enhances sustainable growth and development for the people and the province.

### Core Functions of the Department

- Rendering of administrative and secretarial support to the Executive Council structures;
- Provincial policy formulation and review;
- Provincial planning and knowledge management;
- Service Delivery Planning and Management of Provincial Growth and Development Strategy;
- Integration of services between spheres of government and with international countries;
- Moral regeneration, forensic and anti-corruption investigations;
- Monitoring and evaluation of provincial and provincial government performance;
- Project management capacity building and coordination;
- Coordination of Information technology and communication;
- The rendering of provincial information services;
- Research and Population policy development and facilitation;
- Provincial corporate services;
- Human capital development;
- Provincial communication and protocol; and
- Legal service and legislative review.

### Legislative Mandate

The Office administers legislation relating to:

- North West Youth Development Trust.
- Skills Development Act (Act 97 of 1998).
- Provincial Council on Aids.
- Public Finance Management Act, 1999 as amended and Treasury Regulations.
- Public Service Act and Public Service Regulations.
- Skills Development Act, 1998.
- State Information Technology Act (SITA).

## 1.1 Aligning the departmental budgets to achieve government's prescribed outcomes

Office of the Premier is responsible for outcome 12 which is to generate an efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship. The Department has reprioritised its budget and used the outcomes based approach as well as zero based budgeting in order to enhance government's change agenda. The Office of the Premier is responsible for leadership, overall coordination and monitoring of all 10 provincial strategic goals and all 12 priority outcomes. As a department its service delivery contribution is however primarily aimed at strategic goal 10 and Priority Outcome 12 as follows:

**National priority outcome 12**

An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship.

**National Strategic goal 10**

Building a developmental state including improvement of public service and strengthening democratic institutions.

**Strategic goal 10.1:** Promote quality service delivery and knowledge sharing in government.

**Output 12.1:** Service delivery and knowledge sharing quality and access.

**Strategic goal 10.2:** Establish a healthy, skilled and motivated human resource base in government (Promote Corporate Public Sector service).

**Output 12.2:** Human Resource Management and Development.

**Strategic goal 10.3:** Promote co-operative governance at all spheres and levels of society.

**Output 12.3:** Business processes, systems, decision rights and accountability.

**Strategic goal 10.4:** Establish clean public services free from corruption and bribery.

**Output 12.4:** Corruption tackled effectively.

**Summary relating expenditure trends to strategic outcome oriented goals Alignment of national and provincial goals**

Departmental strategies are integrated with national, provincial and local government planning frameworks. The Office of the Premier is mandated to execute policy, plans and implement programmes, projects and normal recurrent activities in specific areas of their jurisdiction.

<b>Alignment of National and Provincial goals and outcomes with cluster and Office of the Premier goals</b>			
<b>Provincial priority goals</b>	<b>Outputs/ Outcomes</b>	<b>Cluster goals</b>	<b>Departmental goals</b>
Building a developmental state including improvement of public services and strengthening democratic institutions	An effective, efficient and development oriented public service and an empowered fair and inclusive citizenship	Macro Organization of the State	Strategic goal 1: Promote quality service delivery in government
		Building the Capabilities of a developmental state	Strategic goal 2: Co-operative governance at all spheres and levels of society
		Good Governance	Strategic goal 3: Establish a healthy, skilled and motivated human resource base in government
		Institutional Reviews	Strategic goal 4: Information and knowledge gathering and sharing to promote evidence based decisions

## 2. Review of the 2012/13 financial year

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

### Provincial Planning Commission

To date and since its establishment, the Provincial Planning Commission has undergone extensive institutional reconfigurations. Such reconstitution emanates from political directives of EXCO and the Premier since 28 March 2012. In this context, the Commission continues to position itself to be at the centre to ensure that proper planning is effective and that coordination and integration is successful to accelerate the qualitative development of the communities in the North West.

Major achievements in 2012/13 are as follows:

- The Colloquium on Economic Infrastructure Development in Sun City was held on 30/31 July 2012.
- The first edition of a Statistical Bulletin/Fact Sheets with critical provincial statistics and analysis completed to engage discussion and inform decision-making.
- Population Seminars were held in 4 local municipalities to enhance the understanding of population issues as related to development and the inclusion of population policy issues into the IDP's.
- The World Population Day was held on the 25 October 2012.
- An analysis of project information with a 5-year departmental expenditure report and inputs into documentation prepared for the presidential visit on critical provincial infrastructure information.
- Four draft reports on District IDP assessments completed and consolidated into an overall Local Government planning assessment report.
- A draft report on the assessment of strategic plans for alignment to district plans was completed.

The research momentum gained in the province through the work of the Planning Commission, in cooperation with the North West Research Coordinating Forum, on diagnostic overviews, problem analysis, policy and planning formulation in the province, has been strengthened. Tenders for compilation of standardised spatial and statistical datasets and suggestions for the release of regular updated and verified provincial statistical and spatial data sets and maps, through nominated custodians, have been awarded.

Sourcing spatial data from provincial departments remains a challenge as more often than not these are updated by the national departments. An initiative is however underway at the Committee for Spatial Information (CSI) in accordance with the SDI Act, to define the Base Data for South Africa and to appoint custodians of such data sets in the future.

### **Anti-corruption and Fraud prevention**

The department successfully hosted the annual Round table Discussion on how corruption influence service delivery. The first roundtable conference was held successfully on 23 – 24 June 2012 at the Orion Safari Hotel in Rustenburg and the second one was held on 16 – 17 August 2012 at the Tlokwe Local Municipality. The Provincial Anti-Corruption Forum Website ([www.nwpacf.org.za](http://www.nwpacf.org.za)) was launched successfully and attendance of the event was 98 per cent from the list of invited guests.

The Directorate together with four District Municipalities in partnership with Provincial Departments hosted an Anti-corruption awareness campaign at Dr Ruth Segomotsi Mompati District Municipality. The Directorate together with the Provincial Anti-Corruption Forum in partnership with Provincial Departments successfully hosted a Door to Door campaign at Kanana, Orkney & an Awareness Campaign at Maquassi Hills, Tlokwe and Matlosane Local Municipalities.

Anti-corruption and fraud initiatives in the province and promotion of high ethical and moral values within society have been addressed during the quarterly anti-corruption Fora meetings.

### **Outcomes Based Management**

In July 2009 Cabinet introduced Outcome Based Management (OBM) as adjusted framework and model to guide the public sector on integrated and sustainable growth and development service delivery. In response to this reform, Office of the Premier actively supported and facilitated the implementation of the provincial strategy and plan with more detailed outcome and output operational plans for the planning period 2010/11 to 2014/15.

The monitoring and evaluation functions were expanded and strengthened to also monitor performance of departments, municipalities and managers in context of Performance and Service Delivery Agreements entered into with Members of the Executive Council; Mayors; Heads of Departments and Municipal Managers. The momentum gained with cooperative governance through Outcome Based Management placed renewed emphasis on the composition, role and functions of Inter-governmental structures in the province.

At the Provincial Level coordination of the OBM approach done through the EXCO Cluster Systems. This has limitation as it does not cater for all stakeholders. The initiative to strengthen Programme Project Management (PPM) structure and system development in the province received further attention and support during the implementation of the Outcome Based Management process.

### **HIV/AIDS in the workplace**

The awareness campaign on HIV/Aids in the Workplace and initiative on voluntary testing has been advocated during various departmental and provincial gatherings and events. This advocacy has yielded positive results for both Office of the Premier and the province as a whole.

### **Document Management System**

The electronic action list was implemented and assists with the document management system. The department is gradually moving towards a fully fledged system of e-filing. Currently most of the documents on paper were scanned and download into the computers for filing.

### **Development of policies**

The department previously used national policies for financial and performance management due to lack of internal policies and this became an audit query raised by the Auditor General. The department has therefore gone into greater strides to eliminate such queries by developing internal policies in the 2012/13 financial year.

### **Organisational Environment**

National Treasury issued a compulsory programme structure for planning and budgeting as from 2008 onwards. The budget programme structure is not fully aligned due to the following:

- No provision is made in the provincial treasury directive for the functions of security services and forensic management these functions are incorporated into the Director-General Support Sub-programme 1.3.
- The Government Information Technology Office sub-programme is placed under Institutional Development, Programme 2.

The greatest deficiency of the present structure is the absence of a dedicated unit within the Office of the Premier to take care of internal office services, security services, forensic management services, strategic planning as well as monitoring and evaluation. However, a proposed revised organogram of the Office makes provision for the establishment of these functions.

### **Moral Regeneration**

The unit managed to revive moral regeneration structures in all the districts except Ngaka Modiri Molema district. A concept document on the hosting of the provincial Moral Regeneration summit was developed.

### **International Relations**

All international Memorandums of understanding were reviewed and this assisted the province to evaluate the impact of these MOU'S. Subsequently, the Executive Council pronounced that all future MOU's should be project specific.

## **3. Outlook for the 2013/14 financial year**

This Section 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, OTP will focus on the following priorities:

### **Document Management System**

The use of the provincial electronic action list to effectively track issues resulting from public participation meetings and improve the quality of communications and feedback to communities in future must receive continued attention. The implementation of the standardized document management system in the department will be further extended to complement the departmental document management system to comply with the national archives system.

### **Integrated and efficient corporate services**

The rendering of integrated and efficient corporate services such as human resource management and development and legal specialist support must receive further attention for purposes of greater cost savings in the budget and improved service delivery. Office of the Premier plans to place more emphasis on transformation of the Human Resource Management function in the Public Sector. Strengthening the ability of the Private Office to respond to increasing demands and expectations will also receive attention in the coming financial year.

### **Improvement in information technology**

The design and implementation of a plan to strengthen and improve information technology and electronic governance on a coordinated and integrated basis throughout the provincial government will receive continued attention. Office of the Premier plans to expand information communications technology to improve service delivery in the 2013/14 financial year.

### **Rebranding and positioning of the North West province**

The honourable Premier Mme Thandi Modise pronounce in her state of the nation address the need to develop a rebranding and positioning strategy for the North West province. The strategy will firstly:

- Clarify the identity and image of the province.
- Position the province as a preferred destination of choice within the Investment, Trade and Tourism markets both in South Africa, the continent and the world.

The brand building would include sufficient research of the province's preferred identity and related content in order to cultivate specifically designated communications platform which will permit the province to articulate the wealth of its natural endowment, its rich heritage and culture and pride of its history.

### **HIV and AIDS in the workplace**

The implementation of HIV/Aids in the Workplace plan and initiative on voluntary testing should continue as priority through the employee health and wellness initiative.

### **Human Resource Development**

The design and implementation of a training programme to improve the managerial competencies of senior management in the department should receive continued attention. The strengthening of service delivery planning and management capacity within the public service should be driven as a priority project in the province.

### **Promotion of quality service delivery in government**

The initiative to promote Batho Pele principles in the workplace must be renewed within the office of the Premier and other departments in order to ensure improved service delivery. The office will closely monitor frontline service delivery performances by the public service.

A Management Performance Appraisal Tool (MPAT) is in the process of development with the objectives to establish a single framework of standards and indicators of good management practice. It will provide a snapshot of the quality of management practices in departments and municipalities across a range of key performance areas such as Financial Management, Strategic Management, Human Resources Management and Systems and Processes.

### **Alignment of provincial plans with national plans**

The drive to guide departments and municipalities to incorporate national and provincial growth and development priorities and targets in future strategic and service delivery plans as pre conditions for budget approvals should continue. This move will ensure that departments as well as municipalities put a lot of effort into their strategic and service delivery plans in order to ensure quality service delivery planning and management.

## Outcomes Based Management

Office of the Premier will continue to monitor performance of departments, municipalities and managers in context of Performance and Service Delivery Agreements entered into with Members of the Executive Council, Mayors, Heads of Departments and Municipal Managers. The Emphasis on the composition, role and functions of Inter-governmental structures in the province will be achieved through Outcome Based Management.

## Planning commission

The development of performance monitoring and evaluation systems for provincial and public sector outcomes and outputs. Capacity in the planning commission will be strengthened through employment of staff. The recruitment and selection processes are currently being finalized and the unit will be fully capacitated in the 2013/14 financial year.

## Anti corruption and fraud prevention

The forensic services unit envisages accomplishing the following plan with regards to anti corruption and fraud prevention, outlined below in the 2013/14 financial year.

- To develop Provincial Anti-Corruption Strategy;
- To ensure that anti-corruption and fraud initiatives in the province and promotion of high ethical and moral values throughout society are accelerated and better coordinated;
- To strengthen working relationships with other law enforcement agencies & Provincial Departments;
- To re-launch the Provincial Forensic Management Committee;
- To Coordinate a workshop on Management of National Anti-Corruption Hotline Cases;
- To capacitate the forensic services directorate in order to enhance the quality of services rendered;
- To Re-launch Provincial Forensic Management Committee (PFMC);
- To conduct Ethics training to all Anti-Corruption Practitioners & Risk Managers in all Provincial Departments;
- To Launch Ethics Education in schools;
- To host a Summit to inaugurate new members of Provincial Anti-Corruption Forum (PACF);
- To host the annual round table conference;
- To coordinate Awareness campaigns in all four District Municipalities; and
- To Commemorate the International Anti-Corruption Day.

## 4. Reprioritisation

An amount of R1.059 million was reduced from non-core items and redirected to other provincial priorities to address budget shortfall.

## 5. Procurement

Information can be found in the departmental procurement plan.

## 6. Receipts and financing

The following sources of funding are used for the Vote:

### 6.1 Summary of receipts

Table 1.1 :Summary of receipts: Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Equitable shares	181 665	193 825	201 090	235 656	238 242	238 242	259 301	301 032	273 043
Conditional grants									
Departmental receipts	368	315	548	350	350	350	368	386	405
<b>Total receipts</b>	<b>182 033</b>	<b>194 140</b>	<b>201 638</b>	<b>236 006</b>	<b>238 592</b>	<b>238 592</b>	<b>259 669</b>	<b>301 418</b>	<b>273 448</b>

A significant increase of R12.1 million from R181.655 million in 2009/10 to R193.825 million in 2010/11 was as a result of additional funding for 2010 world cup. Furthermore, the transfer of Provincial Council on Aids from the Department of Health also contributed to the significant increase in allocation.

The departmental receipts of Office of the Premier for 2013/14 financial year is comprised of the equitable share of R259.301 million and R0.368 million of own revenue. The increase in the budget to R259.669 million for the 2013/14 financial year, compared to the Adjusted Budget of R236.006 million, is due to the normal cost of living and inflation increases, an earmarked amount of R11.056 million for the planning commission, a transfer of R0.680 million with regard to the transfer of two officials who were part of the decentralized Central Creditors Payment unit from Department of Finance and an additional allocation R15 million for Information Technology equipment and software for the Provincial Archives.

The budget increased to R301.418 million in 2014/15, as a result of a R40 million for information technology equipment and software geared towards completion of the provincial archive project and in 2015/16 it decrease to R273.448 mainly due to the once-off amount of R40 million in 2014/15.

Included in the equitable share as earmarked funds for 2013/14 financial year, is an amount of R2.123 million for Learnerships; R11.056 million for the planning commission and R12.353 million for Provincial Council on AIDS (PCA).

In the budget provision priority is given to the following projects:

- a. Skills development and Training;
- b. Anti-corruption and Fraud; and
- c. Provincial Council on Aids.

The budget trend for Office of the Premier is fairly consistent from 2009/10 to 2015/16 financial years. Variations within programmes per economic classification are discussed within the relevant programmes as per the programme and budget structure.

## 6.2 Departmental receipts collection

Table 1.2 below gives details of departmental own receipts only per main category over the seven year period 2009/10 to 2015/16. The department does not operate in a revenue generating environment and revenue collections are circumstantial in nature. Revenue consists mainly of recoveries from default bursary debtors. Recovery of bursary debt in previous years was less than budgeted and it is anticipated that the trend will continue over the MTEF.

Table 1.2 :Departmental receipts: Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Tax receipts									
casino taxes									
Horse racing taxes									
Liquor licences									
Motor vehicle licences									
Sales of goods and services and other capital assets		209	119		170	170	180	190	200
Transfer received									
Fines, penalties and forfeits									
Interest, dividends and rent on land		4	1						
Sales of capital assets		4							
Transactions in financial assets and liabilities	368	98	428	350	180	180	188	196	205
<b>Total departmental own receipts</b>	<b>368</b>	<b>315</b>	<b>548</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>368</b>	<b>386</b>	<b>405</b>

Office of the Premier does not have conditional grants or donor funding. The only allocation received is funding from the provincial equitable share as well as departmental revenue.

An increase on revenue collection in 2010/11 financial year from R0.315 million to R0.548 million in 2011/12 financial year is as a result of intervention measures put in place to recover long outstanding bursary debts. There is however a decline of R0.208 million from 2011/12 financial year to the 2012/13 financial year which is attributed to the fact that no extraordinary income was anticipated.

The problems with regard to the management and control over bursary debts are currently being addressed to ensure improved debt recoveries in the future. The trend normalizes from the 2012/13 to the 2015/16 financial year.

Revenue collected under the item sale of goods and services is mainly related to:

- Sale of tender documents;
- Replacement of lost security cards; and
- Commission earned on garnishee orders.

The changes in the 2012/13 main budget of R236.006 million as compared to the 2012/13 Adjustment Budget of R238.592 million in the same financial year, comprises the following:

- R2.8 million was transferred from Goods and Services in Programme 3 – Policy and Governance to Transfer Payments in Programme 1 – Administration, to cover a shortfall in the operational expenditure of the Provincial Council on Aids.
- R0.320 million was received from the Department of Finance with regard to the transfer of the Central Creditors Payment function from the Department of Finance to the Office of the Premier.
- R5.8 million was received as a roll-over from the 2011/12 budget with regard to the establishment of the Provincial Planning Commission.
- R1.1 million in Programme 1: Administration; R1.1 million in Programme 2 – Institutional Development and another R1.3 million in Programme 3 – Policy and Governance, was surrendered due to cost containment, savings on expenditure related to certain events not having taken place as anticipated, and savings on costs arising from the re-organisation of activities in Programme 3 – Policy and Governance and the resultant delays in the appointment of staff.
- The adjustments in compensation of employees were made to align the expenditure on compensation of employees for under the programmes concerned.

## **7. Payment Summary**

### **7.1 Key assumptions**

- Inflation will be 5.3 per cent in 2013/14 and 4.9 per cent and 4.6 per cent respectively over the outer years of the MTEF.
- Provision for improvement in conditions of services 6.3 per cent in 2013/14, 5.9 per cent in 2014/15 and 4.6 per cent in 2015/16 financial year.
- A 1.5 per cent pay progression is included in the budget provision for personnel costs.

### **Additional allocations for the 2013/14 MTEF**

The following additional funds have been allocated: -

- R15 million for the Provincial Archive building with regard to Information Technology Equipment and Software; and
- R0.680 million for the Transfer of the Central Creditors Payment function from the Department of Finance to the Office of the Premier. This funding is in line with the decision to deploy employees who were at the department of finance under CCP to various departments. Two officials were permanently deployed to office of the Premier.

## 7.2 Programme Summary

Table 1.3 below contains information by programmes for the Office of the Premier.

Table 1.3 :Summary of payments and estimates: Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Administration	44 632	65 386	59 532	63 228	65 207	65 207	61 746	66 344	71 273
Institutional Development	94 707	90 159	108 295	108 012	106 929	106 929	121 792	125 858	133 165
Policy and Governance	42 694	38 595	33 811	64 766	66 456	66 456	76 131	109 216	69 010
<b>Total payments and estimates</b>	<b>182 033</b>	<b>194 140</b>	<b>201 638</b>	<b>236 006</b>	<b>238 592</b>	<b>238 592</b>	<b>259 669</b>	<b>301 418</b>	<b>273 448</b>

## 7.3 Summary of economic classification

Table 1.4 :Summary of provincial payments and estimates by economic classification: Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payment</b>	<b>169 544</b>	<b>162 160</b>	<b>163 066</b>	<b>203 866</b>	<b>203 645</b>	<b>203 645</b>	<b>210 964</b>	<b>226 034</b>	<b>235 630</b>
Compensation of employees	94 256	97 429	101 563	117 060	115 280	115 280	133 712	142 654	152 111
Goods and services	75 288	64 732	61 503	86 806	88 365	88 365	77 252	83 380	83 519
Interest and rent on land									
<b>Transfer and subsidies to:</b>	<b>11 493</b>	<b>30 291</b>	<b>36 810</b>	<b>30 212</b>	<b>33 112</b>	<b>33 112</b>	<b>31 948</b>	<b>33 445</b>	<b>35 578</b>
Provinces and municipalities	500	500	1 400	500	500	500	550	550	550
Departmental agencies and accounts		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions	790	790	790	790	790	790	840	840	840
Households	10 203	13 819	19 514	17 180	17 280	17 280	18 205	19 035	20 530
<b>Payments for capital assets</b>	<b>996</b>	<b>1 688</b>	<b>1 633</b>	<b>1 928</b>	<b>1 835</b>	<b>1 835</b>	<b>16 757</b>	<b>41 939</b>	<b>2 240</b>
Buildings and other fixed structure									
Machinery and equipment	996	1 688	1 633	1 928	1 835	1 835	16 757	41 939	2 240
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>			<b>129</b>						
<b>Total economic classification</b>	<b>182 033</b>	<b>194 140</b>	<b>201 638</b>	<b>236 006</b>	<b>238 592</b>	<b>238 592</b>	<b>259 669</b>	<b>301 418</b>	<b>273 448</b>

### Compensation of employees

Table 1.4 above indicates that the actual outcome for compensation of employees for the 2009/10 to 2011/12 financial years respectively increased steadily. The trend shows a slight increase on revised estimates of R13.717 million or 12 per cent in the 2012/13 financial year which was provision for improvement in conditions of service. Included in this amount is funding for the transfer of two officials after the decentralization of Centralized Creditors Payment functions from the Department of finance.

The allocation increases significantly by R18.432 million in the 2013/14 financial year. This increase is a result of the finalization of the structural arrangements for the planning commission and subsequent filling of vacant funded positions. The other attribution is an accelerated intake of 25 unemployed graduates in the learnership programme for a period of a year. The learnership programme will continue throughout the MTEF.

## Goods and Services

The actual outcome for the 2009/10 financial year was R75.289 million, however there was a decline of R10.556 million (14 per cent) in 2010/11. This decrease is due to the transfer of the special programs unit to the department of Social Development where the funds follow functions principle was adhered to. The spending decreased further in the 2011/12 financial year as a result of stringent measures in the implementation of the cost containment policy.

Table 1.4 further indicates that the allocation increased tremendously by R25.303 million in the main allocation of 2012/13 in order to cover the goods and services costs for the planning commission. The adjusted allocation increased slightly in the same year as a result of a rollover of R5.8 million approved by the department of finance. The allocation decreases from a revised estimate of R88.365 million in 2012/13 financial year to R77.252 million in 2013/14 financial year due to cost containment as well as the fact that some of the initial projects undertaken in the current year to set up systems in place in programme 3 could not be completed. There is an evident steady growth in the 2 outer years of the MTEF.

## Payments for capital assets

A slight increase in the 2012/13 financial year during adjustment budget was to cater for the acquisition of office furniture and more computers for the training centre where training for all the departments takes place.

## 7.4 Infrastructure payments - Nil

## 7.5 Departmental Public-Private Partnership (PPP) projects - Nil

## 7.6 Transfers

The households' actual outcome as well as provision for the MTEF is for payment to Universities for bursaries offered to community members (youth) to further their studies after completion of grade 12. A significant increase in 2011/12 is due to late receipt of statements from Universities which can only be furnished to the department once the registration process is finalized. The payment for 2010/11 was subsequently effected in 2011/12 due to the reason cited above.

The departmental agencies and accounts allocation is for transfer payments to the Provincial Council on Aids and the increase in 2012/13 is due to an increase during adjustment budget to cater for the expenditure on goods and services for the audit.

### 7.6.1 Transfers to Public entities

Table 1.5 :Summary of departmental transfers to public entities : Office of the Premier

				Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
				2012/13			2013/14	2014/15	2015/16
Youth Development Trust	500	500	1 400	500	500	500	550	550	550
Provincial Council on AIDS		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
<b>Total transfers to public entities</b>	<b>500</b>	<b>15 682</b>	<b>16 506</b>	<b>12 242</b>	<b>15 042</b>	<b>15 042</b>	<b>12 903</b>	<b>13 570</b>	<b>14 208</b>

## North West Youth Development Trust

The Trust, established under Act No 7 of 1997 promotes the economic, cultural, educational, health and physical development of the youth of the province, including the creation of an institutional environment conducive to such development. The Office provided the Trust with administrative support and an annual transfer payment towards its bursary programme.

## North West Provincial Council on AIDS

The Council was established under Act. No.5 of 2001 and seeks to monitor, advise and coordinate the implementation programme of National HIV/AIDS strategic plan. The Forum was appointed by Premier to :-

- Advise the Government on HIV/AIDS/STD's and related matters;
- Guide and monitor activities of District and local AIDS Council;
- Monitor and coordinate implementation programmes and strategies of the Provincial multi-sector response to the epidemic;
- Provide overall guidance on the implementation of the National HIV/AIDS/STIs strategic plan and other related matters;
- Ensure periodic review of the Provinces HIV/ AIDS/STIs strategic plan and other related matters; and
- Mobilise resources for the implementation of HIV/AIDS programmes and strategies in the Province at community level.

The table below shows that the allocation for transfers and subsidies remained constant at R0.790 million from the 2009/10 to the 2012/13 financial years. There is however a slight increase to R0.840 million in the 2013 MTEF.

#### 7.6.2 Transfers to other entities

Table 1.6 :Summary of departmental transfers to entities(for example NGO) : Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
A re ageng	790	790	790	790	790	790	840	840	840
<b>Total departmental transfers to other entities</b>	<b>790</b>	<b>790</b>	<b>790</b>	<b>790</b>	<b>790</b>	<b>790</b>	<b>840</b>	<b>840</b>	<b>840</b>

#### A-Re-Ageng

A re Ageng operates as the provincial growth and development advisory forum and was established by the Executive Council during 1998. The Provincial Government contributes towards the administration of the forum through an annual financial grant. The Forum accounts to Government by the submission of an annual report to the Premier for tabling in the Legislature at the Premier's discretion. Funds are transferred to A re Ageng in tranches and prior to the transfer compliance with Section 38 of the Public Finance Management Act is ensured.

Provincial "Nedlac" representative of Government and Organized labour, Business and Civil Society that serve as advisory and social dialogue forum with interest groups in the North West.

In most cases the costs of rendering professional secretariat functions are internally carried though administrative capacity within the Office of the Premier. In the case of A re Ageng however it was resolved in 2001 that this organization should render its own secretariat but that government would give financial support for this purpose through the Office of the Premier. This amount is projected at R840 000 per annum in the MTEF.

#### 7.6.3 Transfers to local government - Nil

## 8. Receipts and retentions

Not applicable to this department.

## 9. Programme Description

### Programme 1: Administration

Table 1.7 : Summary of payment and estimates: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Premier Support	15 593	40 742	33 990	30 190	33 223	33 223	30 592	33 010	34 921
Executive Council Support	3 305	3 477	4 277	5 011	5 561	5 561	5 063	5 310	6 157
Director-General Support	8 148	6 096	5 352	7 285	6 289	6 289	7 523	7 831	8 986
Financial Management	17 586	15 071	15 913	20 742	20 134	20 134	18 568	20 193	21 209
<b>Total programme payments and estimates</b>	<b>44 632</b>	<b>65 386</b>	<b>59 532</b>	<b>63 228</b>	<b>65 207</b>	<b>65 207</b>	<b>61 746</b>	<b>66 344</b>	<b>71 273</b>

Table 1.8 : Summary of provincial payments and estimates by economic classification: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payment</b>	<b>44 205</b>	<b>47 583</b>	<b>43 315</b>	<b>48 863</b>	<b>47 750</b>	<b>47 750</b>	<b>46 743</b>	<b>50 701</b>	<b>54 515</b>
Compensation of employees	26 079	23 348	27 910	30 403	30 623	30 623	28 824	30 747	32 780
Goods and services	18 126	24 234	15 405	18 460	17 127	17 127	17 919	19 954	21 735
Interest and rent on land									
<b>Transfer and subsidies to:</b>	<b>89</b>	<b>16 539</b>	<b>15 509</b>	<b>14 042</b>	<b>16 842</b>	<b>16 842</b>	<b>14 723</b>	<b>15 310</b>	<b>16 278</b>
Provinces and municipalities									
Departmental agencies and accounts		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	89	1 357	403	2 300	2 300	2 300	2 370	2 290	2 620
<b>Payments for capital assets</b>	<b>338</b>	<b>1 264</b>	<b>705</b>	<b>323</b>	<b>615</b>	<b>615</b>	<b>280</b>	<b>333</b>	<b>480</b>
Buildings and other fixed structure									
Machinery and equipment	338	1 264	705	323	615	615	280	333	480
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>			<b>3</b>						
<b>Total programme economic classification</b>	<b>44 632</b>	<b>65 386</b>	<b>59 532</b>	<b>63 228</b>	<b>65 207</b>	<b>65 207</b>	<b>61 746</b>	<b>66 344</b>	<b>71 273</b>

### Description and objectives

The purpose of this programme is to support the Premier and Director General with strategic leadership and knowledge management and assists the Executive Council with the coordination and monitoring of policy and strategy formulation and feedback through the cluster system and by departments. The Programme also renders core financial management services within the department to assist the accounting officer. The programme consists of the following sub-programmes:

#### Premier Support

Co-ordination and management of administrative and political support to the Premier.

#### Director General Support

Management of the Office and administrative leadership in the Province.

### Executive Council Support

Provision of administrative and committee secretarial support to the Executive Council and the Director General in her capacity as secretary to the Executive Council.

### Finance and Administration

Management of financial systems and controls according to the Public Finance Management Act and Treasury Regulations

A significant increase of R20.754 million in actual outcome from R44.632 million in 2009/10 financial year to R65.386 million in 2010/11 financial year is a result of accelerated spending for 2010 FIFA world cup as well as the transfer of the Provincial Council on Aids from the Department of Health. A decline of R5.854 million in 2011/12 financial year is attributed to the fact that there was a once off spending for the 2010 world cup.

The decrease in 2013/14 under sub-programme premier support is a result of a vigorous reprioritization process that the department embarked on as well as cost containment measures. The trend continues to show a steady growth in all sub-programmes throughout the MTEF except financial management. A slight decrease in the 2013/14 is as a result of functions that were centralized.

### Compensation of employees

Compensation of employees shows a normal increase as per table 1.8 which is provision for salaries, and performance bonuses. The slight decrease in 2013/14 is attributed to the fact there were contract workers appointed to assist with certain projects which have been completed.

### Goods and services

The allocation for goods and services increased significantly in the 2010/11 financial year however it decreased in 2011/12 due some once-off projects and normalizes in again in 2012/13. The trend shows a decline in the 2013/14 financial year due to certain functions that were decentralized to core programmes as well as implementation of the cost containment strategy.

### Transfers and subsidies

The transfers and subsidies allocation in programme 1 under departmental agencies and accounts is provision for the Provincial Council on Aids. Households' actual outcome and allocation is for leave gratuity.

### Service delivery Measures

Key measurable objectives	
Main objectives	Service delivery measures
1.1 Premier Support	Co- ordination and management of administrative and political support to the Premier.
1.2 Executive Council Support	The provision of administrative and committee secretarial support to the Executive Council and to the Director General in her capacity as a secretary to the Executive Council.
1.3 Director General support 1.3.1 DG Support 1.3.2 Forensic Management 1.3.3 Security Services	Management of the Office and administrative leadership in the Province To provide comprehensive Forensic Management Services Facilitation and monitoring of the implementation of Minimum Information Security Standards (MISS).
1.4 Financial and Administration Management 1.4.1 Financial Management 1.4.2 Human Resource Management	Management of financial systems and controls according to the Public Finance Management Act and Treasury Regulations

## Personnel numbers and costs

Table 1.9 :Personnel numbers and costs: Administration

	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
Management	8	7	5	5	5	5	5
Middle management	19	19	19	13	13	13	13
Other staff	45	46	47	30	32	32	32
Professional staff							
Contract staff	13	14	15	16	16	16	16
<b>Total Programme Personnel Numbers</b>	<b>85</b>	<b>86</b>	<b>86</b>	<b>64</b>	<b>66</b>	<b>66</b>	<b>66</b>
Total personnel cost(R thousand)	26 079	23 348	27 910	30 623	28 824	30 747	32 780
Unit cost(R thousand)	307	271	325	478	437	466	497

Table 1.10 :Personnel cost: Administration

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Management	5 762	5 222	6 166	11 578	11 578	11 578	6 368	6 775	7 208
Middle management	6 197	5 567	6 632	8 313	8 313	8 313	6 849	7 307	7 791
Other staff	5 121	4 618	5 481	9 935	10 155	10 155	5 660	6 030	6 419
Professional staff									
Contract staff	9 000	7 940	9 632	577	577	577	9 947	10 635	11 362
<b>Total programme personnel cost</b>	<b>26 079</b>	<b>23 348</b>	<b>27 910</b>	<b>30 403</b>	<b>30 623</b>	<b>30 623</b>	<b>28 824</b>	<b>30 747</b>	<b>32 780</b>

Table 1.9 above reflects a decrease in the personnel numbers in 2013 and all the years of the MTEF. This is due to relocation of Human Resources Management, as well as security services units to programme 2: Institutional Development.

## Programme 2: Institutional Development

Table 1.11 :Summary of payment and estimates: Institutional Development

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Strategic Human Resources	39 378	46 127	52 264	55 779	55 779	55 779	66 477	65 301	69 972
Information CommunicationTechnology	2 843	2 319	2 115	2 903	2 903	2 903	3 011	4 375	5 100
Legal Services	12 745	12 150	20 610	15 814	15 814	15 814	17 106	18 066	18 105
Communication Services	30 264	23 099	25 426	24 528	24 382	24 382	25 964	29 014	30 501
Programme Support	9 477	6 464	7 880	8 988	8 051	8 051	9 234	9 102	9 487
<b>Total programme payments and estimates</b>	<b>94 707</b>	<b>90 159</b>	<b>108 295</b>	<b>108 012</b>	<b>106 929</b>	<b>106 929</b>	<b>121 792</b>	<b>125 858</b>	<b>133 165</b>

Table 1.12 :Summary of provincial payments and estimates by economic classification: Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payment</b>	84 232	77 421	88 579	92 282	91 434	91 434	105 105	108 262	114 215
Compensation of employees	44 314	52 123	52 726	56 457	56 457	56 457	69 900	74 545	79 457
Goods and services	39 918	25 298	35 853	35 825	34 977	34 977	35 205	33 717	34 758
Interest and rent on land									
<b>Transfer and subsidies to:</b>	10 069	12 462	19 072	14 880	14 880	14 880	15 835	16 745	17 910
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	10 069	12 462	19 072	14 880	14 880	14 880	15 835	16 745	17 910
<b>Payments for capital assets</b>	406	276	524	850	615	615	852	851	1 040
Buildings and other fixed structure									
Machinery and equipment	406	276	524	850	615	615	852	851	1 040
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>			120						
<b>Total programme economic classification</b>	94 707	90 159	108 295	108 012	106 929	106 929	121 792	125 858	133 165

## Description and objectives

The Programme is primarily mandated to facilitate and render corporate support services on request to provincial departments and to coordinate and consolidate reporting on corporate support services on behalf of the provincial government. The Programme is also mandated to render core management support within the Office of the Premier. Strategic leadership, knowledge and management capacity have further been established to initiate special strategic and priority interventions regarding information technology and communications and the promotion of security and anti-corruption in the provincial public sector. The programme consists of the following sub-programmes:

### Strategic Human Resource Management

This sub-program renders provincial support services on human resource and capital formation issues and is mandated to render human resources corporate services to all provincial departments, including the Office of the Premier and consists of the following sections.

### Information Communication Technology

This sub-programme is co-ordinating, facilitating and monitoring the design and implementation of an information technology strategy and the development of an effective and efficient E-Government system and the maintenance of quality and quantity electronic delivery standards in the province.

### Legal Services

This sub-programme provides legal support services to all departments and certain public entities.

### Communications

This sub-programme is mandated to promote and market the province through good media relations and external communication services on behalf of the provincial government and to give strategic leadership and corporate support to government communication units within government departments.

### Programme Support

This sub-programme is aimed at the facilitation and monitoring of the implementation of Minimum Information Security Standards (MISS) and Anti-Corruption Initiatives in the North West Provincial Government and at performing forensic and anti-fraud investigations in the province.

Institutional Development budget as per table 1.11 shows a steady growth in the actual outcome from 2009/10 to 2011/12 financial years as well as the MTEF allocation. The significant increase of R14.863 million from the adjusted allocation of R106.929 million in 2012/13 to R121.792 million in 2013/14 financial years is attributed to the payment of R5.4 million for the Thuthuka project which was a joint venture with the University of North West aimed at addressing the skills gap in the Province, expansion of information communication technology services and continuation of anti corruption and fraud campaigns. There is nothing extra ordinary about the increase in the MTEF as it is a normal increase to cushion the budget against inflation.

**Compensation of employees**

The allocation for compensation of employees shows a steady growth over the past financial years as well as over the MTEF. The increase is mainly provision for critical vacant and funded positions identified per year, performance awards as well as improvement in conditions of service.

**Transfers and subsidies**

The decrease from R19.072 million in 2011/12 to R14.880 million in 2012/13 is a result of reclassification of funding to other programmes and the Resolution by EXCO to transfer the persal user support function to the department of finance a total amount of R2.364 million was thus transferred in the 2011/12 financial year. Included in this allocation is provision for bursaries.

**Goods and services**

The goods and services allocation shows a decrease from R35.205 million in 2013/14 to R33.717 million in 2014/15 the decrease is to the fact that most other assets less than R5000.00 will not be purchased in the 2014/15 financial year.

**Payment for capital assets**

The allocation for capital assets increases from R0.524 million in 2011/12 to R0.850 million in 2012/13 financial year. This allocation is to cater for training equipment mainly computers which have to be replaced as most of them has reached their maximum life span. There allocation therefore has been staggered over the MTEF.

**Service delivery measures**

Main objectives	Service delivery measures
<b>2.1 Strategic Human Resource Management</b> <ul style="list-style-type: none"> <li>Increased voluntary testing and treatment of HIV/Aids in the workplace of all departments</li> <li>Effective and efficient PERSAL administration and record keeping system in the province</li> <li>Provincial oversight of employee performances, morale and conduct in all departments</li> <li>Appropriately trained, orientated and motivated employment component in all departments</li> <li>Bursaries for priority skills and deserving students in the public sector</li> <li>Approved structures with coordinated and standardized job descriptions and job grades across all departments and between provinces</li> </ul>	<ul style="list-style-type: none"> <li>Statistics about number of compliant departments, practices in operation and employee participation and outputs in wellness programmes and HIV/Aids initiatives.</li> <li>PERSAL records on quality of performances and reliability of information and statistics released</li> <li>Statistics of information sets produced and assessment of Performance management and development records kept in departments and quality of information produced</li> <li>Statistics on number and quality of training courses rendered, employees participating and benefiting and level and credit ratings of certifications allocated in departments</li> <li>Statistics on bursaries approved and administered and assessment of bursary records kept and outputs registered in terms of norms and standards that applied in approving the applications</li> <li>Statistics on post descriptions and job grades performed and assessment of approved structures and the quality and number of posts approved in accordance with norms and standards laid down and</li> <li>Survey reports on human resource management and performances in the public service</li> </ul>
<b>2.2 Information Communication Technology</b> <ul style="list-style-type: none"> <li>A provincial E-Government Strategy and Information Society and Development Plan (ISDP) to improve service delivery in the province</li> <li>Integration of provincial Information and technology strategy with the strategic direction and management plans of departments;</li> <li>Provincial information Management, System and Information Technology policies, regulations, standards, norms, guidelines, best practices and procedures as derived from National IT policy,</li> <li>Establish a culture of E-Governance and improved information service delivery with top management</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of a provincial strategy</li> <li>Delivery of annual survey outcome and assessment of departmental compliance with the provincial strategy and plan</li> <li>Annual delivery of policy, regulations, norms, standards and best practice guidelines and assessment of compliance by departments</li> <li>Survey outcome on E-governance awareness, orientation and use in the provincial government</li> </ul>
<ul style="list-style-type: none"> <li>Information and technology in supporting business units with products that eliminates duplication, improve co-ordination and control, and accelerate service delivery</li> <li>Coordinated electronic infrastructure architecture and ongoing investments into maintenance and new technology to rationalize duplication and redundancy in the province.</li> </ul>	<ul style="list-style-type: none"> <li>Number of E-Governance products introduced and in operation and assessment of the application, use and impact of these products on service delivery in the public service</li> <li>Annual report on an assessment of the quality and quantity of electronic infrastructure in government departments and the state of maintenance and replacement of outdated hardware and software packages</li> </ul>

<b>2.3 Legal Services:</b> <ul style="list-style-type: none"> <li>• Certification of provincial bills and drafting and on-going review of the provincial legislative drafting manual.</li> <li>• Upkeep of the Provincial Litigation System and database for the management of litigation matters.</li> <li>• This component is responsible for legal advice on contracts and opinions and the maintenance of a central database for contracts and opinions</li> <li>• Investigation on misconduct, prosecution of provincial disciplinary enquiries and the maintenance of a central database of provincial presiding officers.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of certifications issued and assessment of the contents of the legislative drafting manual</li> <li>• Number of Acts and regulations passed by the Legislature and promulgated</li> <li>• Number and quality of legal advice and opinions given on contracts and legislation</li> <li>• Number of investigations and assessment of the outcomes from these investigations</li> </ul>
<b>2.4 Communication:</b> <ul style="list-style-type: none"> <li>• Communication strategy formulation and leadership</li> <li>• Achievement of a uniform and single corporate identity and branding for the North West Provincial Government.</li> <li>• The establishment of functional communication units in departments and municipalities with one common communication strategy &amp; approach</li> <li>• Healthy media relations and regular media briefings and positive media exposure</li> <li>• Ensure that commemorative events are used to promote national unity and cohesion</li> <li>• Promote direct and unmediated interaction between government and citizens through Izimbizo and Roving EXCO).</li> <li>• Establishment of Multi Purpose Communication Centres (MPCC's) throughout the province</li> <li>• Translation of services in official languages and for special groups</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of an annual Provincial Communication Strategy</li> <li>• Existence of a corporate identity at all three spheres of government and assessment of the impact of this identity</li> <li>• The number of functional communication units in operation and assessment of the impact of these units on the corporate identity</li> <li>• Number, circulation and readership analysis of North West Mirror and assessment of impact on provincial awareness and image</li> <li>• Survey outcome on the impact of provincial communication initiatives on public awareness and the provincial standing and image</li> <li>• Report on number and quality of community sessions arranged with the public and outcomes regarding responses and impact</li> <li>• Progress with the roll-out of Thusong centres (MPCC's) and assessment of impact on improved access to government services</li> <li>• Number and quality of translation services offered and impact achieved</li> </ul>
<b>2.5 Programme Support</b> <ul style="list-style-type: none"> <li>• Application of Minimum Information Security Standards</li> <li>• Anti- corruption and anti-fraud initiatives</li> <li>• The managing of a anti-corruption hot-line</li> <li>• Forensic reports</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and quantity of security checks performed and success rate of outcomes registered</li> <li>• Number on anti-corruption and anti-fraud initiatives launched and success rate of outcomes registered</li> <li>• Number of hot-line calls received and analysis of the outcome of these investigations;</li> <li>• Number of forensic investigations launched and cost/benefit assessments of results achieved</li> </ul>

## Personnel numbers and costs

Table 1.13 :Personnel numbers and costs: Institutional Development

	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
Management	17	17	14	14	16	16	16
Middle management	62	59	57	60	69	69	69
Other staff	90	93	77	95	101	101	101
Professional staff							
Contract staff	6	6	5	3	3	3	3
<b>Total Programme Personnel Numbers</b>	<b>175</b>	<b>175</b>	<b>153</b>	<b>172</b>	<b>189</b>	<b>189</b>	<b>189</b>
Total personnel cost(R thousand)	44 314	52 123	52 726	56 457	69 900	74 545	79 457
Unit cost(R thousand)	253	298	345	328	370	394	420

Table 1.14 :Personnel cost: Institutional Development

	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Management	10 133	11 920	12 057	11 683	11 683	11 683	15 984	17 057	18 193
Middle management	21 772	25 608	25 904	29 034	29 034	29 034	34 342	36 636	39 062
Other staff	12 158	14 299	14 465	15 224	15 224	15 224	19 177	20 432	21 757
Professional staff									
Contract staff	252	296	299	516	516	516	397	420	445
<b>Total programme personnel cost</b>	<b>44 314</b>	<b>52 123</b>	<b>52 726</b>	<b>56 457</b>	<b>56 457</b>	<b>56 457</b>	<b>69 900</b>	<b>74 545</b>	<b>79 457</b>

Table 1.13 above indicates that the personnel numbers and costs declined from 175 as at 31 March 2010 to 153 at 31 March 2012 due to the transfer of persal functions to the department of Finance. The MTEF estimates show an increase in numbers as per recruitment plan. The personnel numbers increases in 2013/14 financial year and over the MTEF due to transfer of staff and functions from programme 1 to programme 2.

## Programme 3: Policy and Governance

Table 1.15 : Summary of payment and estimates: Policy and Governance

	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Special Programmes	6 563								
Inter-Governmental Relations	3 725	4 847	4 569	5 691	5 691	5 691	5 930	6 183	6 823
Provincial Policy Management	22 771	24 715	20 560	48 327	50 017	50 017	59 047	92 453	50 254
Premier's Priority Programmes	8 131	8 127	5 910	8 322	8 322	8 322	8 618	7 893	8 738
Programme Support	1 504	906	2 772	2 426	2 426	2 426	2 536	2 687	3 195
<b>Total programme payments and estimates</b>	<b>42 694</b>	<b>38 595</b>	<b>33 811</b>	<b>64 766</b>	<b>66 456</b>	<b>66 456</b>	<b>76 131</b>	<b>109 216</b>	<b>69 010</b>

Table 1.16 :Summary of provincial payments and estimates by economic classification: Policy and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
<b>Current payment</b>	<b>41 107</b>	<b>37 157</b>	<b>31 172</b>	62 721	64 461	64 461	59 116	67 071	66 900
Compensation of employees	23 863	21 958	20 927	30 200	28 200	28 200	34 988	37 362	39 874
Goods and services	17 244	15 199	10 245	32 521	36 261	36 261	24 128	29 709	27 026
Interest and rent on land									
<b>Transfer and subsidies to:</b>	<b>1 335</b>	<b>1 290</b>	<b>2 229</b>	1 290	1 390	1 390	1 390	1 390	1 390
Provinces and municipalities	500	500	1 400	500	500	500	550	550	550
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions	790	790	790	790	790	790	840	840	840
Households	45		39		100	100			
<b>Payments for capital assets</b>	<b>252</b>	<b>148</b>	<b>404</b>	755	605	605	15 625	40 755	720
Buildings and other fixed structure									
Machinery and equipment	252	148	404	755	605	605	15 625	40 755	720
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>			6						
<b>Total programme economic classification</b>	<b>42 694</b>	<b>38 595</b>	<b>33 811</b>	64 766	66 456	66 456	76 131	109 216	69 010

## Description and objectives

The purpose of this programme is to promote international relations and intergovernmental cooperative governance across all three spheres of government and social partnerships. The programme is also mandated to contribute information and knowledge with regard to provincial growth and development policy and strategy formulation and rendering of results-based management services with accelerated implementation of the provincial strategy and plan, contribute information and knowledge with provincial growth and development policy and strategy formulation and to render coordination and support services for the accelerated implementation of the provincial growth and development strategy and plan.

The Planning Commission established in 2011 is tasked with the development of the long-term provincial vision and strategic plan to achieve the political objectives of social justice, economic development, environmental protection, co-operative governance, freedom and security. It should work with the broader society to draw on the best expertise, consult relevant stakeholders and help shape a consensus on what to do about key challenges. A draft vision statement is given below.

Because of the very close integration of this vision with elements of programme 3 it was resolved by the Executive Council the Commission should be amalgamated with the present Chief Director: Policy Management to avoid unnecessary duplication and conflict. The details of this amalgamation are not as yet finalized and will be further developed in the New Year. The programme consists of the following sub-programmes:

## Special Programmes

Special programme's allocation is only in the 2009/10 financial year. The absence of an allocation in other financial years is a result of the transfer of function on women, children and people with disabilities unit to the department of social development.

## International and Intergovernmental Relations

This sub-programme aims at the facilitation and strengthening of international and intergovernmental visits and relations; the coordinated implementation of agreements reached and resolutions formulated; and the rendering of professional secretariat services regarding meetings and appointments with local stakeholders and role players.

### **Moral Regeneration**

Promotes Ethical leadership in the province and aims at a reduction in racial and xenophobic intolerance in the province.

### **Provincial Policy Management**

This sub-programme is mandated to contribute information and knowledge with provincial growth and development policy and strategy formulation and to render results based management services with the accelerated implementation of the provincial strategy and plan. The formulation and accelerated implementation of the Provincial Growth and Development Strategy (PGDS) runs as a central theme through all systems and structures in the public service.

### **Premier's Priority Programmes**

This sub-programme makes provision for special priority programmes that the Premier in her discretion should launch in the province.

### **Programme Support**

This support programme gives attention to the Core Management Duties that must be performed on a regular basis by all managers in terms of the official planning and operational cycle in operation in government.

The actual outcome for Policy and Governance: Programme 3 declines by R4.784 million in 2011/12 financial year as a result of the delays in finalization of the amalgamation of programme 3 with the newly established planning commission.

The allocation for intergovernmental relations Sub-programme increases steadily over the 7 year period. The increase over the years is to cushion the budget against inflation.

The provincial policy management allocation increases significantly by R29.457 million from R20.560 million in 2011/12 to R50.017 million in 2012/13 financial years respectively. This increase is attributed to the additional funding for the establishment of the planning commission. The allocation continues to show a steady growth over the medium-term estimates.

### **Compensation of employees**

The allocation for compensation of employees indicates a normal growth from the 2009/10 to 2010/11 financial years respectively. However there was a significant increase of 31 per cent in the 2012/13 financial year which is attributed to provision made for the filling of vacancies for the planning commission.

### **Goods and Services**

The actual outcome for 2011/12 was lower than the 2010/11 allocation the total decrease was 42 per cent which is attributed to the delays in the structural arrangements of programme 3 to accommodate the planning commission. Most of the budget is under business and advisory services. The allocation however increased significantly by 68 per cent in the 2012/13 financial year. The allocation however declines in the 2013/14 financial year and stabilizes over the MTEF due to the fact that most of the projects would be completed.

Additional funding of R3 million has been provided for in context of special projects, particularly the updating of the Spatial Development Plan and Framework that is due in 2013/14 (every 5 years). This coincides with the development of the Provincial Plan and provides opportunity for alignment with most current critical data available.

### **Transfers and subsidies**

Transfers and subsidies to non-profit institutions remained constant at R0.790 million from the 2009/10 to the 2012/13 financial years. There is however a slight increase to R0.840 million in the 2013 MTEF.

## Service delivery measures

Main objectives	Service delivery measures
3.1 Intergovernmental Relations	<ul style="list-style-type: none"> <li>Establishment of functional IGR Forums in the province.</li> <li>Increased mutual and beneficial International partnership with the province</li> <li>Professional support for meetings with Social Partners in the province</li> <li>Service user satisfaction</li> </ul>
3.2 Moral Regeneration	<ul style="list-style-type: none"> <li>Ethical leadership in the province.</li> <li>Reduction in racial and xenophobic intolerance in the province</li> <li>Access to government services</li> </ul>
3.3 Provincial Policy Management	<ul style="list-style-type: none"> <li>Provincial Policy, Planning coordination and analysis</li> <li>Provincial service delivery planning and monitoring by means of a provincial information system</li> <li>Analysis, Interpretation, Capacity Building and Support</li> <li>progress and Impact Analysis</li> <li>NWPG research programmes</li> <li>Co-operative Governance and Knowledge Management</li> </ul>
3.4 Premiers Priority Programmes (as applicable)	<ul style="list-style-type: none"> <li>Programme and Project Coordination &amp; Capacity Support</li> </ul>
3.5 Programme Support	<ul style="list-style-type: none"> <li>Efficient and effective government management</li> </ul>

## Personnel numbers and costs

Table 1.17 :Personnel numbers and costs: Policy and Governance

	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
Management	9	9	8	6	10	10	10
Middle management	28	26	26	25	31	31	31
Other staff	26	22	22	23	28	28	28
Professional staff							
Contract staff	6	5	5	5	5	5	5
<b>Total Programme Personnel Numbers</b>	<b>69</b>	<b>62</b>	<b>61</b>	<b>59</b>	<b>74</b>	<b>74</b>	<b>74</b>
Total personnel cost(R thousand)	23 863	21 958	20 927	28 200	34 988	37 362	39 874
Unit cost(R thousand)	346	354	343	478	473	505	539

Table 1.18 :Personnel cost: Policy and Governance

	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Management	8 930	8 217	5 930	11 301	7 845	7 845	9 915	10 591	11 305
Middle management	10 627	9 779	9 578	13 449	12 667	12 667	16 014	17 097	18 245
Other staff	3 856	3 548	2 871	4 880	4 222	4 222	4 800	5 117	5 452
Professional staff									
Contract staff	450	414	2 547	570	3 466	3 466	4 259	4 557	4 872
<b>Total programme personnel cost</b>	<b>23 863</b>	<b>21 958</b>	<b>20 927</b>	<b>30 200</b>	<b>28 200</b>	<b>28 200</b>	<b>34 988</b>	<b>37 362</b>	<b>39 874</b>

Table 1.17 above indicates that the personnel numbers and costs declined from 69 in 2009/10 to 59 in 2013 is due to the transfer of functions to the department of Social Development. The MTEF estimates show an increase in numbers and allocation respectively due to the finalisation of the structural arrangements and the expected appointments.

## Other Programme Information

### Personnel numbers and costs

Table 1.19 :Personnel numbers and costs: Office of the Premier

	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
Management	34	33	27	25	31	31	31
Middle management	109	104	102	98	113	113	113
Other staff	161	161	146	148	161	161	161
Professional staff							
Contract staff	25	25	25	24	24	24	24
<b>Total departmental personnel numbers</b>	<b>329</b>	<b>323</b>	<b>300</b>	<b>295</b>	<b>329</b>	<b>329</b>	<b>329</b>
Total personnel cost(R thousand)	94 256	97 429	101 563	115 280	133 712	142 654	152 111
Unit cost(R thousand)	286	302	339	391	406	434	462

Table 1.20 :Personnel cost: Office of the Premier

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12		2012/13		2013/14	2014/15	2015/16
Management	24 824	25 359	24 153	34 562	31 106	31 106	32 267	34 423	36 706
Middle management	38 595	40 954	42 114	50 796	50 014	50 014	57 205	61 040	65 098
Other staff	21 134	22 465	22 817	30 039	29 601	29 601	29 637	31 579	33 628
Professional staff									
Contract staff	9 702	8 650	12 478	1 663	4 559	4 559	14 603	15 612	16 679
<b>Total departmental personnel cost</b>	<b>94 256</b>	<b>97 429</b>	<b>101 563</b>	<b>117 060</b>	<b>115 280</b>	<b>115 280</b>	<b>133 712</b>	<b>142 654</b>	<b>152 111</b>

Table 1.21 :Summary of departmental Personnel numbers and costs : Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Total for department</b>									
Personnel numbers (head count)	329	323	300	295	295	295	329	329	329
Personnel costs (R thousand)	94 256	97 429	101 563	117 060	115 280	115 280	133 712	142 654	152 111
Human resource component									
personnel numbers (head count)									
personnel cost (R thousand)									
Head count as % of total for province									
Personnel cost as % of total for province									
Finance component									
personnel numbers (head count)									
personnel cost (R thousand)									
Head count as % of total for province									
Personnel cost as % of total for province									
<b>Full time workers</b>									
Personnel numbers (head count)	304	298	275	271	271	271	305	305	305
Personnel cost (R thousand)	84 554	88 778	89 085	115 397	110 721	110 721	119 109	127 042	135 432
head count as % of total for province	92%	92%	92%	92%	92%	92%	93%	93%	93%
Personnel cost as % of total province	90%	91%	88%	99%	96%	96%	89%	89%	89%
<b>Part-time workers</b>									
Personnel numbers (head count)									
Personnel cost (R thousand)									
head count as % of total for province									
Personnel cost as % of total province									
<b>Contract workers</b>									
Personnel numbers (head count)	25	25	25	24	24	24	24	24	24
Personnel cost (R thousand)	9 702	8 650	12 478	1 663	4 559	4 559	14 603	15 612	16 679
head count as % of total of the Department	8%	8%	8%	8%	8%	8%	7%	7%	7%
Personnel cost as % of total province	10%	9%	12%	1%	4%	4%	11%	11%	11%

## Training

Table 1.22 : Payments on training : Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Programme 1: Administration</b>	<b>2 880</b>	<b>4 937</b>	<b>5 826</b>	<b>6 916</b>	<b>6 826</b>	<b>6 826</b>	<b>5 948</b>	<b>5 931</b>	<b>7 300</b>
<i>of which</i>									
sustainable and travel									
Payment on tuition	2 880	4 937	5 826	6 916	6 826	6 826	5 948	5 931	7 300
<b>Programme 2: Institutional Development</b>	<b>732</b>	<b>653</b>	<b>693</b>	<b>994</b>	<b>1 083</b>	<b>1 083</b>	<b>993</b>	<b>992</b>	<b>1 170</b>
<i>of which</i>									
Subsistence and Travel									
Payment on tuition	732	653	693	994	1 083	1 083	993	992	1 170
<b>Programme 3: Policy and Governance</b>	<b>390</b>	<b>470</b>	<b>179</b>	<b>471</b>	<b>471</b>	<b>471</b>	<b>501</b>	<b>471</b>	<b>610</b>
<i>of which</i>									
Subsistence and Travel									
Payment on tuition	390	470	179	471	471	471	501	471	610
<b>Total payment on training</b>	<b>4 002</b>	<b>6 060</b>	<b>6 698</b>	<b>8 381</b>	<b>8 380</b>	<b>8 380</b>	<b>7 442</b>	<b>7 394</b>	<b>9 080</b>

Table 1.23 : Information on training : Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Number of staff									
Number of personnel trained	479	182	323	470	470	470	500	500	530
of which									
Male	213	88	141	200	200	200	220	220	240
Female	266	94	182	270	270	270	280	280	290
Number of Training opportunities	511	211	349	530	530	551	442	442	442
of which									
Tertiary	168	64	113	130	130	135	135	135	140
Workshops	26	18	23	139	139	144	25	25	30
seminars	311	118	210	250	250	261	270	270	320
other	6	11	3	11	11	11	12	12	8
Number of bursaries offered	67	201	51	300	300	300	300	300	310
Internal and external	67	201	51	300	300	300	300	300	310
Number of interns appointed		19		22	22	22	22	22	22
Number of learnership appointed	20	20	20	20	20	20	20	20	20
Number of days spent on training									

Training in the department and the whole province is coordinated by the Human Resources Management unit as per the workplace skills development plan. Individual employees' personal development plans as incorporated in performance agreements is also taken into cognisance when planning for acquisition of skills. The amount set aside for staff training is more than the required 1 per cent due to the greater shortage of skills in the province

The number of learnerships appointed since 2009/10 – 2011/12 is 20. The trend continues throughout the MTEF, the reason for this static figure is that this is a one year programme and in order to train the learners and transfer skills, a limited number is taken per year.

The number of training opportunities identified in 2009/10 was 168 whereas in 2010/11 the opportunities identified were 64 this is attributed to the fact that the special programmes unit was transferred to the department of Social Development and no longer part of Office of the Premier. The increase to 113 in 2011/12 is as a result of more short courses identified where one employee would attend more than 1 short course.

## Reconciliation of structural changes

Table 1.24 : Reconciliation of structural changes: Office of the Premier

2012/13		2013/14	
Office of the Premier	R'000	Office of the Premier	R'000
<b>Administration</b>		<b>Administration</b>	
Sub programme	33 223	Premier Support	30 592
	5 561	Executive Council Support	5 063
	6 289	Director-General Support	7 523
	20 134	Financial Management	18 568
<b>Institutional Development</b>		<b>Institutional Development</b>	
Sub programme	55 779	Strategic Human Resources	66 477
	2 903	Information Communication Technology	3 011
	15 814	Legal Services	17 106
	24 382	Communication Services	25 964
	8 051	Programme Support	9 234
	5 691	Inter-Governmental Relations	5 930
	50 017	Provincial Policy Management	59 047
	8 322	Premier's Priority Programmes	8 618
	2 426	Programme Support	2 536

## **Annexure to the Estimates of Provincial Revenue and Expenditure**

Table B.1 : Specification of receipts : Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
<b>Tax receipts</b>									
Casino taxes									
Horseracing									
Liquor licenses									
Motor vehicle licenses									
<b>Sale of goods &amp; services other than capital assets</b>	209	119		170	170	170	180	190	200
Sale of goods & services produced by department (excl capital assets)	209	119		170	170	170	180	190	200
Sales by market establishments	209	119		170	170	170	180	190	200
Administrative fees									
Other sales									
Of which									
Patients Fees									
Colleges									
Itokolle Clinix									
Other Revenue									
Specify									
Specify									
Specify									
Specify									
Specify									
Specify									
Sale of scrap,waste,arms & other used current goods									
<b>Transfer received from</b>									
Other governmental units									
Foreign governments and international organisations									
Foreign governments									
International organisation									
Public corporations and private enterprises									
Households and non-profit institutions									
<b>Fines, penalties and forfeits</b>									
<b>Interest, dividends &amp; rent on land:</b>	4	1							
Interest	4	1							
Dividends									
Rent on land									
<b>Sale of capital assets</b>	4								
Land and subsoil assets									
Other capital assets (specify)	4								
<b>Transactions in financial assets and liabilities</b>	368	98	428	170	170	170	188	196	205
<b>Total provincial own receipts</b>	368	315	548	340	340	340	368	386	405

Table B.3: Departmental summary of payment and estimates by economic classification: Office of the Premier

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Currents payments</b>	169 544	162 160	163 066	203 866	203 645	203 645	210 964	226 034	235 630
Compensation of employees	94 256	97 429	101 563	117 060	115 280	115 280	133 712	142 654	152 111
Salaries and wages	94 256	87 596	88 738	109 606	107 826	107 826	131 368	129 186	138 544
Social contributions		9 833	12 825	7 454	7 454	7 454	2 344	13 468	13 567
Goods and services	75 288	64 732	61 503	86 806	88 365	88 365	77 252	83 380	83 519
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land									
Interest (Incl. interest on finance leases)									
Rent on land									
<b>Transfer and subsidies to:</b>	11 493	30 291	36 810	30 212	33 112	33 112	31 948	33 445	35 578
Provinces and municipalities	500	500	1 400	500	500	500	550	550	550
Provinces	500	500	1 400	500	500	500	550	550	550
Provincial Revenue Funds									
Provincial agencies and funds	500	500	1 400	500	500	500	550	550	550
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
Social security funds									
Departmental agencies (non-business entities)		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on products and production (pc)									
Other transfers to public corporations									
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions	790	790	790	790	790	790	840	840	840
Households	10 203	13 819	19 514	17 180	17 280	17 280	18 205	19 035	20 530
Social benefits									
Other transfers to households	10 203	13 819	19 514	17 180	17 280	17 280	18 205	19 035	20 530
<b>Payment for capital assets</b>	996	1 688	1 633	1 928	1 835	1 835	16 757	41 939	2 240
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	996	1 688	1 633	1 928	1 835	1 835	16 757	41 939	2 240
Transport equipment		1 096							
Other machinery and equipment	996	592	1 633	1 928	1 835	1 835	16 757	41 939	2 240
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
<b>Payments for financial assets</b>			129						
<b>Total economic classification: Office of the Premier</b>	182 033	194 140	201 638	236 006	238 592	238 592	259 669	301 418	273 448

Table B.3: Departmental summary of payment and estimates by economic classification: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Currents payments</b>	<b>44 205</b>	<b>47 583</b>	<b>43 315</b>	<b>48 863</b>	<b>47 750</b>	<b>47 750</b>	<b>46 743</b>	<b>50 701</b>	<b>54 515</b>
Compensation of employees	26 079	23 348	27 910	30 403	30 623	30 623	28 824	30 747	32 780
Salaries and wages	26 079	22 690	24 669	28 636	28 856	28 856	28 824	27 642	30 000
Social contributions		658	3 241	1 767	1 767	1 767		3 105	2 780
Goods and services	18 126	24 234	15 405	18 460	17 127	17 127	17 919	19 954	21 735
specify level 4 item									
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land									
Interest (Incl. interest on finance leases)									
Rent on land									
<b>Transfer and subsidies to:</b>	<b>89</b>	<b>16 539</b>	<b>15 509</b>	<b>14 042</b>	<b>16 842</b>	<b>16 842</b>	<b>14 723</b>	<b>15 310</b>	<b>16 278</b>
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
Social security funds									
Departmental agencies (non-business entities)		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on products and production (pc)									
Other transfers to public corporations									
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions									
Households	89	1 357	403	2 300	2 300	2 300	2 370	2 290	2 620
Social benefits									
Other transfers to households	89	1 357	403	2 300	2 300	2 300	2 370	2 290	2 620
<b>Payment for capital assets</b>	<b>338</b>	<b>1 264</b>	<b>705</b>	<b>323</b>	<b>615</b>	<b>615</b>	<b>280</b>	<b>333</b>	<b>480</b>
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	338	1 264	705	323	615	615	280	333	480
Transport equipment		1 096							
Other machinery and equipment	338	168	705	323	615	615	280	333	480
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
<b>Payments for financial assets</b>			3						
<b>Total economic classification: Administration</b>	<b>44 632</b>	<b>65 386</b>	<b>59 532</b>	<b>63 228</b>	<b>65 207</b>	<b>65 207</b>	<b>61 746</b>	<b>66 344</b>	<b>71 273</b>

Table B.3: Departmental summary of payment and estimates by economic classification: Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Currents payments</b>	<b>84 232</b>	<b>77 421</b>	<b>88 579</b>	<b>92 282</b>	<b>91 434</b>	<b>91 434</b>	<b>105 105</b>	<b>108 262</b>	<b>114 215</b>
Compensation of employees	44 314	52 123	52 726	56 457	56 457	56 457	69 900	74 545	79 457
Salaries and wages	44 314	45 340	45 494	52 283	52 283	52 283	69 900	67 135	71 869
Social contributions		6 783	7 232	4 174	4 174	4 174		7 410	7 588
Goods and services	39 918	25 298	35 853	35 825	34 977	34 977	35 205	33 717	34 758
specify level 4 item									
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land									
Interest (Incl. interest on finance leases)									
Rent on land									
<b>Transfer and subsidies to:</b>	<b>10 069</b>	<b>12 462</b>	<b>19 072</b>	<b>14 880</b>	<b>14 880</b>	<b>14 880</b>	<b>15 835</b>	<b>16 745</b>	<b>17 910</b>
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on products and production (pc)									
Other transfers to public corporations									
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions									
Households	10 069	12 462	19 072	14 880	14 880	14 880	15 835	16 745	17 910
Social benefits									
Other transfers to households	10 069	12 462	19 072	14 880	14 880	14 880	15 835	16 745	17 910
<b>Payment for capital assets</b>	<b>406</b>	<b>276</b>	<b>524</b>	<b>850</b>	<b>615</b>	<b>615</b>	<b>852</b>	<b>851</b>	<b>1 040</b>
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	406	276	524	850	615	615	852	851	1 040
Transport equipment									
Other machinery and equipment	406	276	524	850	615	615	852	851	1 040
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
<b>Payments for financial assets</b>			120						
<b>Total economic classification: Institutional Development</b>	<b>94 707</b>	<b>90 159</b>	<b>108 295</b>	<b>108 012</b>	<b>106 929</b>	<b>106 929</b>	<b>121 792</b>	<b>125 858</b>	<b>133 165</b>

Table B.3: Departmental summary of payment and estimates by economic classification: Policy and Governance

R thousand	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
<b>Currents payments</b>	<b>41 107</b>	<b>37 157</b>	<b>31 172</b>	<b>62 721</b>	<b>64 461</b>	<b>64 461</b>	<b>59 116</b>	<b>67 071</b>	<b>66 900</b>
Compensation of employees	23 863	21 958	20 927	30 200	28 200	28 200	34 988	37 362	39 874
Salaries and wages	23 863	19 566	18 575	28 687	26 687	26 687	32 644	34 409	36 675
Social contributions		2 392	2 352	1 513	1 513	1 513	2 344	2 953	3 199
Goods and services	17 244	15 199	10 245	32 521	36 261	36 261	24 128	29 709	27 026
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land									
Interest (Incl. interest on finance leases)									
Rent on land									
<b>Transfer and subsidies to:</b>	<b>1 335</b>	<b>1 290</b>	<b>2 229</b>	<b>1 290</b>	<b>1 390</b>	<b>1 390</b>	<b>1 390</b>	<b>1 390</b>	<b>1 390</b>
Provinces and municipalities	500	500	1 400	500	500	500	550	550	550
Provinces	500	500	1 400	500	500	500	550	550	550
Provincial Revenue Funds									
Provincial agencies and funds	500	500	1 400	500	500	500	550	550	550
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on products and production (pc)									
Other transfers to public corporations									
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions	790	790	790	790	790	790	840	840	840
Households	45		39		100	100			
Social benefits									
Other transfers to households	45		39		100	100			
<b>Payment for capital assets</b>	<b>252</b>	<b>148</b>	<b>404</b>	<b>755</b>	<b>605</b>	<b>605</b>	<b>15 625</b>	<b>40 755</b>	<b>720</b>
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	252	148	404	755	605	605	15 625	40 755	720
Transport equipment									
Other machinery and equipment	252	148	404	755	605	605	15 625	40 755	720
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
<b>Payments for financial assets</b>			<b>6</b>						
<b>Total economic classification: Policy and Governance</b>	<b>42 694</b>	<b>38 595</b>	<b>33 811</b>	<b>64 766</b>	<b>66 456</b>	<b>66 456</b>	<b>76 131</b>	<b>109 216</b>	<b>69 010</b>

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	75 288	64 732	61 503	86 806	88 365	88 365	77 252	83 380	83 519
.....									
<b>Goods and services</b>	75 288	64 732	61 503	86 806	88 365	88 365	77 252	83 380	83 519
Administrative fees	9 819	29	33	75	75	75	75	75	120
Advertising	1 211	2 498	1 663	2 629	2 501	2 501	2 613	2 879	2 060
Assets <R5000	573	387	157	666	666	666	677	705	900
Audit cost: External	2 642	12 239	2 442	4 320	3 532	3 532	3 825	2 583	2 600
Bursaries (employees)	457								
Catering: Departmental activities	4 839	4 537	3 891	6 646	6 621	6 621	6 489	6 413	6 330
Communication	3 532	3 530	3 768	5 464	4 916	4 916	5 341	5 167	5 700
Computer services	260	77	261	640	640	640	370	350	550
Cons/prof:business & advisory services	4 976	5 263	1 997	20 272	23 851	23 851	12 130	17 904	13 942
Cons/prof: Infrastructure & planning	62								
Cons/prof: Laboratory services									
Cons/prof: Legal cost	1 815	1 363	12 090	2 500	2 500	2 500	2 700	2 900	3 000
Contractors	10 389	2 753	2 431	2 384	2 704	2 704	2 420	2 715	3 360
Agency & support/outsourced services	2 590	260	177	336	576	576	336	336	660
Entertainment	180								
Fleet Services	147								
Housing									
Inventory: Food and food supplies	396	218	301	650	650	650	655	667	970
Inventory: Fuel, oil and gas	3								
Inventory:Learn & teacher support material	11	108	67		1	1			10
Inventory: Materials & supplies	2		3	74	74	74			90
Inventory: Medical supplies	2 097								
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores	39						74	74	
Inventory: Other consumables	572	406	126	1 617	1 616	1 616	1 180	998	880
Inventory: Stationery and printing	3 185	2 699	2 687	5 273	3 586	3 586	5 501	5 551	5 015
Lease payments (Incl. operating leases, excl. finance leases)	5 712	5 450	7 002	5 983	5 983	5 983	6 613	6 783	7 224
Property payments	284	73	70	131	146	146	231	231	210
Transport provided dept activity	1 792	2 340	1 255	2 148	1 981	1 981	2 809	3 261	2 120
Travel and subsistence	11 806	12 957	13 093	16 035	16 055	16 055	14 896	16 037	18 550
Training & staff development	1 342	1 338	1 134	1 810	1 919	1 919	1 844	1 808	2 260
Operating payments	1 646	3 013	1 949	3 597	3 597	3 597	3 238	2 717	3 038
Venues and facilities	2 909	3 190	4 906	3 556	4 175	4 175	3 235	3 226	3 930
Rental & hiring									
.....									
<b>Total economic classification:</b>	75 288	64 732	61 503	86 806	88 365	88 365	77 252	83 380	83 519

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	18 126	24 234	15 405	18 460	17 127	17 127	17 919	19 954	21 735
.....									
<b>Goods and services</b>	18 126	24 234	15 405	18 460	17 127	17 127	17 919	19 954	21 735
Administrative fees	4 962	29	33	75	75	75	75	75	120
Advertising	277	173	347	700	700	700	679	880	490
Assets <R5000	42	32	45	125	125	125	128	125	220
Audit cost: External		12 239	2 294	2 320	2 320	2 320	2 448	2 583	2 600
Bursaries (employees)									
Catering: Departmental activities	650	1 341	691	1 390	1 390	1 390	1 429	1 690	1 760
Communication	1 161	1 867	1 598	2 195	1 662	1 662	1 940	1 900	1 890
Computer services	49		105	100	100	100	100	100	160
Cons/prof:business & advisory services	1 510	359	163	500	500	500	980	1 221	1 890
Cons/prof: Infrastructure & planning	46								
Cons/prof: Laboratory services									
Cons/prof: Legal cost			499						
Contractors	3 687	238	996	520	290	290	526	820	550
Agency & support/outsourced services	256				240	240			280
Entertainment	4								
Fleet Services	3								
Housing									
Inventory: Food and food supplies	73	93	89	230	230	230	235	230	350
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material		9	7		1	1			10
Inventory: Materials & supplies									
Inventory: Medical supplies	1 514								
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	82	216	120	390	389	389	361	390	290
Inventory: Stationery and printing	346	1 069	1 278	1 775	325	325	1 358	1 429	1 415
Lease payments (Incl. operating leases, excl. finance leases)	117	338	417	269	269	269	284	269	330
Property payments	2	12	34				100	100	
Transport provided dept activity		738					615	1 336	550
Travel and subsistence	2 880	4 937	5 826	6 916	6 826	6 826	5 948	5 931	7 300
Training & staff development	220	215	262	345	365	365	350	345	480
Operating payments	139	12	51	140	140	140	61	40	140
Venues and facilities	106	317	550	470	1 180	1 180	302	490	910
Rental & hiring									
.....									
<b>Administration</b>	18 126	24 234	15 405	18 460	17 127	17 127	17 919	19 954	21 735

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
<b>Current payments</b>	39 918	25 298	35 853	35 825	34 977	34 977	35 205	33 717	34 758
.....									
<b>Goods and services</b>	39 918	25 298	35 853	35 825	34 977	34 977	35 205	33 717	34 758
Administrative fees	36								
Advertising	881	1 918	1 261	1 453	1 453	1 453	1 453	1 523	1 080
Assets <R5000	486	330	50	361	361	361	361	400	420
Audit cost: External	2 642		148	2 000	1 212	1 212	1 377		
Bursaries (employees)	152								
Catering: Departmental activities	3 244	1 764	2 208	3 473	3 413	3 413	3 318	3 040	2 810
Communication	1 732	1 323	1 793	2 348	2 333	2 333	2 392	2 346	2 840
Computer services	56			290	290	290			120
Cons/prof:business & advisory services	2 124	962	213	880	918	918	927	753	720
Cons/prof: Infrastructure & planning	16								
Cons/prof: Laboratory services									
Cons/prof: Legal cost	1 695	1 363	11 591	2 500	2 500	2 500	2 700	2 900	3 000
Contractors	5 219	1 753	1 360	1 523	1 523	1 523	1 423	1 554	1 800
Agency & support/outsourced services	2 329	214	177	336	336	336	336	336	380
Entertainment	176								
Fleet Services	124								
Housing									
Inventory: Food and food supplies	197	83	142	281	281	281	267	298	440
Inventory: Fuel, oil and gas	3								
Inventory:Learn & teacher support material	11	72	60						
Inventory: Materials & supplies	2		3	74	74	74			90
Inventory: Medical supplies	583								
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores							74	74	
Inventory: Other consumables	260	129	6	974	974	974	465	355	440
Inventory: Stationery and printing	2 299	1 393	1 211	2 592	2 355	2 355	3 252	3 216	2 630
Lease payments (Incl. operating leases, excl. finance leases)	4 137	2 925	3 607	3 058	3 058	3 058	3 413	3 608	4 090
Property payments	28	61	36	131	146	146	131	131	210
Transport provided dept activity	768	756	771	1 352	1 352	1 352	1 607	1 129	720
Travel and subsistence	6 709	5 174	4 919	5 696	5 806	5 806	5 690	6 683	7 020
Training & staff development	732	653	693	994	1 083	1 083	993	992	1 170
Operating payments	1 292	3 000	1 849	3 279	3 279	3 279	2 996	2 499	2 708
Venues and facilities	1 985	1 426	3 755	2 230	2 230	2 230	2 030	1 880	2 070
Rental & hiring									
.....									
<b>Total economic classification: Institutional Development</b>	39 918	25 298	35 853	35 825	34 977	34 977	35 205	33 717	34 758

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	17 244	15 199	10 245	32 521	36 261	36 261	24 128	29 709	27 026
.....									
<b>Goods and services</b>	17 244	15 199	10 245	32 521	36 261	36 261	24 128	29 709	27 026
Administrative fees	4 821								
Advertising	53	407	55	476	348	348	481	476	490
Assets <R5000	45	25	62	180	180	180	188	180	260
Audit cost: External									
Bursaries (employees)	305								
Catering: Departmental activities	945	1 432	992	1 783	1 818	1 818	1 742	1 683	1 760
Communication	639	340	377	921	921	921	1 009	921	970
Computer services	155	77	156	250	250	250	270	250	270
Cons/prof:business & advisory services	1 342	3 943	1 621	18 892	22 433	22 433	10 223	15 930	11 332
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	120								
Contractors	1 483	762	75	341	891	891	471	341	1 010
Agency & support/outsourced services	5	46							
Entertainment									
Fleet Services	20								
Housing									
Inventory: Food and food supplies	126	42	70	139	139	139	153	139	180
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material		27							
Inventory: Materials & supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores	39								
Inventory: Other consumables	230	61		253	253	253	354	253	150
Inventory: Stationery and printing	540	237	198	906	906	906	891	906	970
Lease payments (Incl. operating leases, excl. finance leases)	1 458	2 187	2 978	2 656	2 656	2 656	2 916	2 906	2 804
Property payments	254								
Transport provided dept activity	1 024	846	484	796	629	629	587	796	850
Travel and subsistence	2 217	2 846	2 348	3 423	3 423	3 423	3 258	3 423	4 230
Training & staff development	390	470	179	471	471	471	501	471	610
Operating payments	215	1	49	178	178	178	181	178	190
Venues and facilities	818	1 447	601	856	765	765	903	856	950
Rental & hiring									
.....									
<b>Policy and Governance</b>	17 244	15 199	10 245	32 521	36 261	36 261	24 128	29 709	27 026

Table B.7.a : Financial summary for departmental transfers to public entity: Youth Development Trust

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Revenue</b>									
Tax revenue									
Non-tax revenue	2,272	1,712	114	125	125	125			
Sales of goods and services other than capital asset									
Of which:									
Admin fees									
Sales by market establishment									
Interest, dividends and rent on land	4	2	1						
Other non-tax revenue	2,268	1,710	113	125	125	125			
Transfers received	500	1,500	1,400	500	500	500	550	550	550
Sales of capital assets									
<b>Total revenue</b>	<b>2,772</b>	<b>3,212</b>	<b>1,514</b>	<b>625</b>	<b>625</b>	<b>625</b>	<b>550</b>	<b>550</b>	<b>550</b>
<b>Expenses</b>									
Current expenses	2,635	4,269	1,025	625	625	625	550	550	550
Compensation of employees	2,635	4,269	1,025	500	500	500	550	550	550
Goods and services				125	125	125			
Depreciation									
Interest, dividends and rent									
Interest									
Dividends									
Rent on land									
Tax and Outside shareholders interest									
Adjustment to Fair Value									
Unearned reserves(social security funds only)									
Transfers and subsidies									
<b>total expenses</b>	<b>2,635</b>	<b>4,269</b>	<b>1,025</b>	<b>625</b>	<b>625</b>	<b>625</b>	<b>550</b>	<b>550</b>	<b>550</b>
<b>Surplus/deficit</b>	<b>137</b>	<b>-1,057</b>	<b>489</b>						
<b>Cash flow summary</b>									
Adjust surplus/(deficit) for accrual transactions									
Adjustment for:									
Depreciation									
Interest									
Net (profit)/loss on disposal of fixed assets									
Other									
<b>Operating surplus/(deficit)before changes in working capital</b>	<b>-363</b>	<b>-2,557</b>	<b>-911</b>	<b>-500</b>	<b>-500</b>	<b>-500</b>	<b>-550</b>	<b>-550</b>	<b>-550</b>
Changes in working									
(Decrease) increase in accounts payable									
(Decrease) increase in provisions									
(Decrease) increase in accounts receivable									
<b>Cash flow from operating activities</b>									
Transfers from government	500	1,500	1,400	500	500	500	550	550	550
of which: capital									
: current	500	1,500	1,400	500	500	500	550	550	550
<b>Cash flow from investing activities</b>									
Acquisition of Assets									
Other flows from Investing Activities									
<b>Cash flows from financing Activities</b>									
<b>Net increase/(decrease)in cash and cash equivalents</b>	<b>137</b>	<b>-1,057</b>	<b>489</b>						
<b>Balance sheet Data</b>									
Carry Value of Assets									
Investments									
Cash and cash Equivalents									
Receivables and Prepayments									
Inventory									
<b>TOTAL ASSETS</b>									
Capital & Reserves									
Borrowings									
Post Retirement Benefits									
Trade and other Payables									
Provisions									
Managed Funds									
<b>TOTAL EQUITY &amp; LIABILITIES</b>									
Contingent Liabilities									

Table B.7.a : Financial summary for departmental transfers to public entity : Provincial Council on AIDS

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Revenue</b>									
Tax revenue									
Non-tax revenue		7	265		3	3	1	1	1
Sales of goods and services other than capital asset									
Of which:									
Admin fees									
Sales by market establishment									
Non-market est.sales									
Interest, dividends and rent on land		7	2		3	3	1	1	1
Other non-tax revenue			263						
Transfers received		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 658
Sales of capital assets									
<b>Total revenue</b>		15 189	15 371	11 742	14 545	14 545	12 354	13 021	13 659
<b>Expenses</b>									
Current expenses		13 920	15 214	20 573	14 545	14 545	12 354	13 021	13 659
Compensation of employees		9 236	9 522	10 200	10 200	10 200	9 985	10 015	10 211
Goods and services		4 441	5 549	8 650	4 208	4 208	2 234	2 884	3 333
Depreciation		104	85	173	70	70	50	35	24
Interest, dividends and rent		139	58	1 550	67	67	85	87	91
Interest		139	58						
Dividends									
Rent on land				1 550	67	67	85	87	91
Tax and Outside shareholders interest									
Adjustment to Fair Value									
Unearned reserves(social security funds only)									
Transfers and subsidies									
<b>total expenses</b>		13 920	15 214	20 573	14 545	14 545	12 354	13 021	13 659
<b>Surplus/deficit</b>		1 269	157	-8 831					
<b>Cash flow summary</b>									
Adjust surplus/(deficit) for accrual transactions		243	143	173	137	137	135	122	115
Adjustment for:									
Depreciation		104	85	173	70	70	50	35	24
Interest		139	58		67	67	85	87	91
Net (profit)/loss on disposal of fixed assets									
Other									
<b>Operating surplus/(deficit)before changes in working capital</b>		1 512	300	-8 658	137	137	135	122	115
Changes in working		1 242	-2 793	-2	564	564	355	470	479
(Decrease) increase in accounts payable		1 326	-2 638		424	424	318	445	459
(Decrease) increase in provisions									
(Decrease) increase in accounts receivable		-84	-155	-2	140	140	37	25	20
<b>Cash flow from operating activities</b>									
Transfers from government		2 754	-2 493	-8 660	701	701	490	592	594
of which: capital									
: current		15 182	15 106	11 742	14 542	14 542	12 353	13 020	13 568
<b>Cash flow from investing activities</b>		11		400	8	8	12	15	20
Acquisition of Assets		11		400	8	8	12	15	20
<b>Other flows from Investing Activities</b>									
<b>Cash flows from financing Activities</b>									
<b>Net increase/(decrease)in cash and cash equivalents</b>		2 765	-2 493	-8 260	709	709	502	607	614
<b>Balance sheet Data</b>									
Carry Value of Assets									
Investments									
Cash and cash Equivalents									
Receivables and Prepayments									
Inventory									
<b>TOTAL ASSETS</b>									
Capital & Reserves									
Borrowings									
Post Retirement Benefits									
Trade and other Payables									
Provisions									
Managed Funds									
<b>TOTAL EQUITY &amp; LIABILITIES</b>									
<b>Contingent Liabilities</b>									