

VOTE 06

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

Department: Economic Development, Environment, Conservation and Tourism	Vote 6
To be appropriated in Vote in 2013/14	R 486 062 000
Responsible MEC	MEC for Economic Development, Environment, Conservation and Tourism
Administering Department	Economic Development, Environment, Conservation and Tourism
Accounting Officer	Deputy Director General of the Department of Economic Development, Environment, Conservation and Tourism

1. Overview

Vision

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

Mission

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

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

Values

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

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

Strategic Objectives

Within the following strategic objectives, the department seeks to improve access to funding and lettable accommodation at affordable rates which are in most cases lower than what the market dictates. It regulates the liquor industry to ensure that it strives within the legal framework and societal norms and standards e.g. location of outlets in relation to churches or schools. It also seeks to enhance sustainability and competitiveness of industry within the province by, amongst others, influencing policy direction and information dissemination on opportunity in relation to funding, markets and government incentives.

- To ensure suitable legal environment supportive of the strategic goals of the Department
- To facilitate the establishment and maintain effective small business support of institutions to ensure effective service delivery to SMMEs.
- To provide guidance, support and capacity to municipalities in their implementation of local economic development initiatives.
- To contribute to the economic growth of the Province through development of economic sectors, industries, trade and investment promotion
- To facilitate the creation of an equitable, socially responsible business environment that allows for predictability and to ensure fair trade in the Province whilst maintaining essential national standards, including the regulation of the retail sale of liquor

- To undertake tourism planning, stimulate tourism development and growth as well as to facilitate tourism sector transformation.

Policy Direction

Provincial Industrial Development Strategy

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

Provincial Tourism Master Plan

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

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

The Provincial Liquor Policy

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

Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises

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

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

Environmental Management Frameworks (EMFs) for Local Municipalities

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

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

Climate Change Response Strategy for the North West Province

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

Main services to be delivered by the department

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

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

- Small Business Development,
- Provincial macro-economic planning and development,
- Research to determine economic potential and policy development,
- Economic sector development and sectoral charter implementation,
- Industrial development facilitation,
- Economic infrastructure development facilitation, i.e. industrial parks,
- Investment and trade promotion,
- Regulatory functions (consumer protection and liquor policy administration, BBBEE policy compliance, gambling, tourism regulation amongst others),
- Economic development planning & coordination including LED, IDPs, cluster management,
- Project management.

Summary of service delivery environment and challenges

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

- Capacity building and skills development is an area that remains crucial to job creation and economic empowerment efforts in the province.
- The conversion of the North West Development Corporation into a single effective institution that will address issues of job creation, economic development and skills development is expected to be finalized in April 2013.
- Linking the local SMME Centre of Excellence with the Multi-Purpose Community Centres (MPCC). Establishing strong communication linkages with key stakeholders in the implementation plan by commissioning call centres in the province.
- The integration and linkages of all Local Economic Development (LEDs) and Integrated Development Plans (IDPs) of local government spheres into the provincial macro-economic development plan.
- Ensuring that public entities comply with the prescripts of the PFMA, Act 1 of 1999 as amended and do achieve the objectives established.

The department intends to increase its role in facilitations of beneficiation of dominant economic sectors in line with the PGDS.

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

The North West Province is amongst the provinces with high prevalence of poverty, unemployment and low economic growth rate. The income gaps remain very high and low levels of income result in low demand resulting in low rates of necessary multipliers to boost economic growth. Accordingly, the establishment of new SMMEs; support of new and emerging SMMEs and support of community initiatives to establish very small enterprises and industries is regarded as one of the strategies that have great potential to increase the levels of income to alleviate poverty on one hand and to pull the previously disadvantaged people into

the mainstream economy. Such an active involvement of people through ownership of SMME has the potential to induce high demand and induce economic growth.

This has necessitated a mind-shift and a special focus on SMME Development. The Department is thus extremely committed to exerting its efforts on “Consolidating economic growth for the North West Province through SMME development as the engine for growth.”

Rhino poaching has become an international crisis and more resources need to be diverted towards protection of the species.

1.1. Aligning departmental budgets to achieve governments prescribed outcomes

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

Legislative mandate

The legislative mandate of the department largely stems from a myriad of pieces of legislation, development policies and some of which are listed below:

- The Constitution of South Africa, 1996
- The National Credit Act, 2005 (Act 34 of 2005)
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
- Small Business Act, 1995 (currently under review)
- North West Business Act, 1997 (Act No. 6 of 1997)
- The National Liquor Act, 2003 (Act No. 59 of 2003)
- Liquor Act, 1989 (Act No. 27 of 1989)
- Consumer Protection Act, 2008 (Act No. 68 of 2008)
- The Consumer Affairs Practices (Harmful Business Practices) Act 4 of 1996 (Under review for amendment)
- The North West Gambling Act, 2001 (Act No. 2 of 2001) (as amended)
- North West Parks and Tourism Board Act, 1997 (Act No. 3 of 1997)
- The North West Development Corporation Act, 1995 (Act No. 6 of 1995) (As amended)
- Tourism Second Amendment Act, 70, 2000
- Co-Operatives Act, 2005
- National Environmental Management Act (No 107 of 1998)
- The Public Finance Management Act (Act number 1 of 1999 as amended)

2. Review of the current financial year (2012/13)

The 2012/2013 Financial Year has been a challenging year in terms of ensuring that policy directions and priorities of Government took precedence in the execution of rendering the mandate of the Department in terms of its functions. As the year was declared the year of job creation, this also put an enormous pressure to ensure delivery of the determined and prescribed outcomes.

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

The department was able to identify at least 17 projects that could stimulate growth of key sectors such as agro-processing, mining beneficiation, green economy, SMME and Cooperatives support, rural development etc. Delays were experienced in selecting projects that could at least meet the allocation

received, but further delays were caused by finding the appropriate methodology to manage these projects and development of project inception documents. All of these are now in place. It should also be noted that one of the major challenges in this current year was to establish a beginning of government involvement in enterprise creation in a much more organized and professional manner. Given the fact that it has not always been government's business to establish projects of this nature, it requires a model of establishment, operationalize and handover. Obviously, this then brings the challenges of selecting beneficiaries, training, feasibility studies and business plan development. These are rather responsibilities that under normal business operations are undertaken by entrepreneurs. But in this case government sought to implement such projects and it definitely took us sometime that caused some challenges in as far as expenditure of the budget is concerned.

The department was also faced with the challenges associated with the transition from the old configuration to the new one when the actual new department of Economic Development, Environment, Conservation and Tourism started operating as one department. This warranted a new organizational structure as the functions completely changed especially alongside the migration towards outcome based modus operandi. Most of the vacant positions in both the erstwhile Environment service and Department of Economic Development and Tourism were put on hold to look at the best way to rationalize posts and creation of new districts offices. This work was not completed owing to the pending finalization of the organizational structure. Unfortunately the process of filling positions has taken time as the department had to follow due processes in terms of organizational re-engineering. There will definitely be some savings on personnel due to these challenges though there are measures that might kick in towards the end of the financial year. The under expenditure on personnel automatically replicate in other areas such as expenditure on goods and services, equipments and related support that would draw down from support budget.

The operations of the Centralised Creditors Payment have been transferred from the Department of Finance and the amalgamation into the departmental functionality has been finalized. Staffing needs is waiting for finalization of the departmental structure and contract workers have been employed to fill the gap.

During the year under review the department spent its budget towards achieving presidential outcomes (4, 6, 10 and 12), and to this extent the following were significant:

- Completed the sector strategies to support growth of labour intensive industries
- Conducted feasibility studies and business plans for selected projects to be implemented by government in support of youth and women employment within priority sectors;
- Funded four youth projects towards promotion of youth employment;
- Registered new cooperatives and enhanced the capacity of four cooperatives through injection of capital towards acquisition of new equipments;
- Continued formalisation of the liquor industry and implementing regulatory measures to maintain an efficient and competitive business activities within the second economy;
- Implemented expanded public works program in one of our agro-processing project to contribute towards job creation;
- Development of the energy renewable strategy which will be ready for implementation in the next financial as part of implementation green economy initiatives;
- Improved the status of perimeter fencing within protected areas in compliance with legislation although the main target is to enhance the tourism market in the province as most of our protected areas house game, one of the biggest tourist attraction;
- Implemented programs to create climate change awareness amongst communities;
- The department initiated two waste management projects in Rustenburg and Mahikeng and these will feed into the overall green economy initiative. Implemented internal control turnaround measures to improve the governance efficiency and effectiveness of the department.

Enterprise information centres have been implemented in rural areas targeting the district of Ngaka Modiri Molema, Moses Kotane and Moretele as part of implementing rural services and sustainable livelihoods outcomes. One industrial park has been completed in Moses Kotane, we have commenced with the construction of two others in Dr Ruth Segomotsi Mompati District, all these done towards attainment of second economy intervention, building an inclusive economy and rural development; assisted SMMEs with loan funding as part of the SMMEs support and development.

The department facilitated access to markets through linkages of SMMEs to established business. Relations were established with Sun City, Anglo American and other private sector partners with a view of building relations towards the signing of social accord between the state and its partners. The department will embark on curtailment of gas emissions and maintenance of quality air through the issuance of atmospheric emission licenses. Overall the department and its agencies contributed almost 10 000 jobs by both creating new jobs and/or sustaining existing.

The department established contacts with potential investors within the energy and platinum beneficiation sectors with a view to stimulate trade performance in the region. The department was able to reduce the number of “matters of emphasis” in the audit report to only three. Asset verification was conducted in all regional offices leading to successful transfer of Environmental Chief Directorate assets from the Department of Agriculture and Rural Development. Capturing of transferred into the asset register of the department has, however not been completed due to upgrade of asset management system. Twenty-one (21) young graduates, ten (10) of which are living with disability, were hosted by the department with funding from PSETA in pursuit of skilling and preparing them for employment.

The department commenced with the development of a Renewable Energy Strategy for the province and the Status Quo Report has been adopted by the Steering Committee. The strategy focuses on Solar PV, energy efficiency, solar water heating and Bio Mass. A Rhino Poaching Priority Crime Committee made up of various security agents, NWP&TB and the department has been established to eradicate rhino poaching and this led to a number of significant arrests during the year.

The department hosted a National Air Quality Lekgotla and National Association for Clean Air (NACA) which looked into ways and means of preserving the environment.

3. Outlook for the coming financial year (2013/14)

The financial year 2013/14 is the penultimate towards the new administration coming into office after the next elections for National and Provincial Government. In essence this would mean the end of the five year strategic plan of the Department. Be this as it may, the department's program will be reaching the pinnacle point of its readiness to implement High Value – High Impact projects in pursuit of the objective of accelerating economic development and creating jobs. The Annual Plan of the Department is almost fully aligned to the goals enshrined in the Outcomes, the National Growth Plan and the Industrial policy Action Plan. Informed by this policies and outputs, the Department will be in a position to lead in the implementation of programs to support key economic sectors in the Province and as well as initiating coordination of economic activities across the spheres of government towards the support of economic growth.

The 2013/14 – 2015/16 MTEF budget will be implemented within the environment that will be demanding alignment to the Conference of the Parties (COP17) resolutions towards achieving economic goals while protecting the environment from the impact of a changing climate. The emphasis of green economy will be taken to action level as every production activities in the economy would be required to adjust, adapt and mitigate the effects of climate change. The department has incorporated its responsibilities to be funded through the MTEF budget to ensure monitoring and evaluation of adherence to the goals of sustainable economic development.

The hosting of the Industrialization summit has reached number of opportunities for the province. A critical analysis of these projects will be undertaken during the financial year to determine the benefits and the costs and to leverage funding, even from outside the province, given the interest that was aroused during the summit.

The Province will be ready to implement Accords that would amongst others see the province increasing its skills base and working with the private sector to turn around the performance of various sectors that are struggling. The attention would be on those sectors with potential to employ large numbers of people in their value add processes. To this end, value activities in leading sectors such as transport equipment, automotive components production, minerals beneficiation, agro-processing and enterprise development would receive attention. The growing market in Africa and BRICS countries offers this province an opportunity to tap into new partners and creation of cost effective market access. Faster connectivity, network operations and efficient communications infrastructure are top on the agenda of the Department to

create an enabling environment to retain current investors and attract new ventures. It is for these reasons amongst others that the department seeks to influence the resuscitation of the Mafikeng International Airport and rail infrastructure in the Province.

Tourism is now lifted as a program on its own in terms of the New Budget Program Structure to be promulgated by the National Treasury; with this in place attention will be directed towards implementation of the National Tourism Sector Strategy. The efficiency of implementing economic development programs will further be enhanced by establishment of the New Development Agency that is planned to be in place in 2013. The funding of this new entity will be known in the process of implementation of this budget and as and when it would be required, the Department will engage relevant authorities because the exact costs will be factored into the model that is still being formulated.

Realignment of the infrastructure budget in line with the IPAP and Growth Development Strategy, supported also by the review of state owned entities and the outcomes of the industrialization summit has had the effect of consolidating the departmental infrastructure budget and locating it temporarily under the North West Development Corporation. Attainment of 2013/14 clean audit plan by the province will necessitate filling of all positions in the department and regular interaction with all officials in the department to ensure a common understanding and implementation of policies as well as to establish systems that is responsive to the requirements and expectations.

Completion of the configuration of the new development agency will facilitate conversion of MIDZ into a Special Economic Zone and utilization of infrastructure at the Mahikeng Airport towards economic activities in line with the Provincial Growth and Development Strategy. Restoration of the World Heritage Sites to the statuses that led to their recognition by the world body and tout them as some of our tourist attractions in the province is planned to include blading of access routes, signage and cutting of grass.

Promulgation of the Consumer Act that will lead to the commissioning of our renovated Consumer Court will be accelerated by securing services of external experts. A signing of the memorandum of agreement with Gauteng Province that will lead to transfer of assets affected by the cross boundary decisions is still in process.

Challenges

The department is experiencing budget constraints on implementing the new structure which would be almost twice the size of the current structure.

Availing of land by tribal authorities has hampered the delivery of infrastructure projects that were earmarked for economic development.

Handover of projects developed by the department e.g. Ganyesa Wild Silk and the Madikwe sisal is frustrated by constant disagreements between members of the appointed corporative and establishment of new one takes time.

Lack of capacity in the legal unit has resulted in monies owed to the department in cases where costs were awarded not being recovered. Request directed to the State Attorney is expected to assist while population of the new structure is being finalised.

Lack of resources, especially vehicles, is having a huge toll on the performance of the department, with the mandated department providing only one vehicle for the 2012/2013 financial year. Money made available during the budget adjustment period has also not assisted because of the time remaining between the ends of the financial year being shorter than delivery lags from the manufacturers.

The department is housing its regional structures in a number of smaller offices scattered around the province. Consolidation of this into one office per region is also frustrated by the provisions of GIAMA and finalisation of the provincial strategy to put up Garona-like structures to house all departments.

4. Reprioritisation

Reprioritization of the budget has been made to accommodate filling of critical posts in core delivery programmes and to make start funding available for the envisaged new development agency. An amount of R5.7 million was reduced from the non- core items and redirected to other provincial priorities to address budget shortfall.

5. Procurement Plan

More information can be found in the procurement plan, however, procurement structures in the form of the Departmental Bid Adjudication Committee and its related substructures and enabling policies is in place to ensure that spending of the budget proceeds without impediments.

6. Receipts and financing

6.1 Summary of receipts

Table 6.1 :Summary of receipts: Economic Development, Environment, Conservation and Tourism

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	267 931	309 190	298 397	335 336	351 169	351 169	389 332	416 686	442 112
Conditional grants									
Departmental receipts	69 344	72 878	86 328	91 609	92 124	92 124	96 730	101 567	106 645
Total receipts	337 275	382 068	384 725	426 945	443 293	443 293	486 062	518 253	548 757

The department derives its receipts from the equitable share and from its regulatory mandate. The baseline allocation increases from the current baseline 2012/13 allocation of R443.293 million to R486.062 million, an increase of 9.6 per cent or R42.769 million and grows by 6.6 per cent and 5.9 per cent over the two outer years.

6.2 Departmental receipt collection

Table 6.2 :Departmental receipts: Economic Development, Environment, Conservation and Tourism

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
Tax receipts	72 154	72 795	86 962	90 909	91 354	91 354	90 742	95 250	100 050
casino taxes	67 139	65 319	86 962	86 665	86 665	86 665	82 500	86 679	91 188
Horse racing taxes	2 703	4 634		4 244	4 689	4 689	5 488	5 817	6 108
Liquor licences	2 312	2 842					2 754	2 754	2 754
Motor vehicle licences									
Sales of goods and services and other capital assets	80	83	3 242				5 238	5 567	5 845
Transfer received									
Fines, penalties and forfeits			550	700	700	700	750	750	750
Interest, dividends and rent on land									
Sales of capital assets									
Transactions in financial assets and liabilities		1 025	15		70	70			
Total departmental own receipts	72 234	73 903	90 769	91 609	92 124	92 124	96 730	101 567	106 645

An amount of R87.988 million will be derived from regulation of the gaming industry in the province, during the 2013/14 financial year. Efforts will be directed by North West Gambling Board to strengthen activities intended to increase revenue collection e.g. eradication of illegal gambling etc. This will have the spin- off of directing gamblers to legalized gambling joints and the concomitant increase in levies.

Collection of liquor revenue is expected to be R2.754 million in the 2013/14 financial year due to adequate staffing of the liquor management unit whose efficiency will ensure that all active outlets are licensed and pay their dues to the department.

7. Payment summary

7.1 Key assumption

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

The costing of the new structure, which was signed off in December 2012, is nearing completion and has not been factored in because it is still to be discussed with the Department of Public Service Administration and the Provincial Treasury. Only critical posts that could be accommodated in the 2012/2013 budget have been catered for.

Rationalization of developmental agencies into a single and more efficient entity is only expected to yield reduction in cost during the 2016/2017 given the anticipated establishment costs and backlogs in the areas of development and investment attractions.

7.2 Programme Summary

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

Table 6.4 :Summary of payments and estimates: Economic Development, Environment, Conservation and Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
					2012/13				
Administration	40 269	43 972	51 760	87 745	92 706	92 706	66 593	72 233	74 490
Integrated Economic Development Services	18 578	26 678	33 853	24 885	27 645	27 645	27 331	28 607	29 975
Trade and Sector Development	61 553	70 169	48 964	50 925	39 886	39 886	68 622	68 639	71 834
Business Regulation and Governance	22 911	33 496	42 692	45 670	52 520	52 520	48 172	50 579	52 951
Economic Planning	3 909	4 694	3 814	5 046	4 535	4 535	4 535	4 763	4 980
Tourism	132 190	140 867	142 011	141 804	151 609	151 609	150 137	158 908	166 811
Environmental Services	57 865	62 192	61 630	70 870	74 392	74 392	120 672	134 524	147 716
Total payments and estimates	337 275	382 068	384 725	426 945	443 293	443 293	486 062	518 253	548 757

7.3 Summary of economic classification

The economic classification presented in table 2.4 below is reported in accordance with the Economic Reporting Format issued by the National Treasury in September 2009 and was implemented for all provincial departments of Economic Development.

Table 6.5 :Summary of provincial payments and estimates by economic classification: Economic Development, Environment, Conservation and Tourism

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
Current payment	132 643	142 521	150 890	201 861	210 142	210 142	231 512	256 123	273 932
Compensation of employees	89 894	99 707	106 249	122 032	122 534	122 534	136 409	142 677	148 682
Goods and services	42 738	42 794	44 603	79 829	87 408	87 408	95 103	113 446	125 250
Interest and rent on land	11	20	38		200	200			
Transfer and subsidies to:	203 288	237 167	233 405	224 301	228 169	228 169	253 268	259 956	272 551
Provinces and municipalities					50	50			
Departmental agencies and accounts	181 127	215 625	188 154	197 415	205 340	205 340	197 065	206 918	217 038
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises	21 786	21 508	45 199	26 587	22 491	22 491	56 034	52 838	55 303
Non-profit institutions									
Households	375	34	53	299	288	288	169	200	210
Payments for capital assets	1 337	2 295	429	783	4 982	4 982	1 282	2 174	2 274
Buildings and other fixed structure	59								
Machinery and equipment	1 278	2 230	429	783	4 982	4 982	1 282	2 174	2 274
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		65							
Payments for financial assets	7	85							
Total economic classification	337 275	382 068	384 725	426 945	443 293	443 293	486 062	518 253	548 757

7.4 Infrastructure Payments

7.3.1 Departmental infrastructure payments

Refer to Annexure B5

7.3.2 Maintenance (Table B5) - Nil

7.5 Departmental Public Private Partnership (PPP) Projects - Nil

7.6 Transfers

7.6.1 Transfer to Public Entities

Table 6.6 :Summary of departmental transfers to public entities : Economic Development, Environment, Conservation and Tourism

	2009/10	2010/11	2011/12	Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
				2012/13			2013/14	2014/15	2015/16
Invest North West	16 416	17 402	19 627	20 824	15 824	15 824	21 969	23 067	24 128
North West Development Corporation (Pty) Ltd		22 000	29 500	15 026	11 010	11 010	56 034	52 838	55 303
North West Parks and Tourism Board	119 977	127 551	126 328	135 960	144 460	144 460	143 404	150 574	158 103
Malikeng Industrial Development Zone (Pty)Ltd	12 482	28 269	10 578	22 254	19 949	19 949			
Gambling Board	12 314	20 277	28 505	29 938	36 588	36 588	31 559	33 137	34 661
Total transfers to public entities	161 189	215 499	214 538	224 002	227 831	227 831	252 966	259 616	272 195

An amount of R252.966 million or 52 per cent of the total budget will be transferred to public entities for execution of delegated and legislated activities. This has increased by 11.03 per cent mainly brought about by an increase to the North West Parks and Tourism Board to cater for ICS pressures as well as establishment of a new entity to speed up responses to IPAP and Growth Fund imperatives. The depicted reduction is due to the allocation of R7.15 million "roll over" for the Gambling Board in the 2012/2013 financial year that does not carry over into the MTEF. Another contributor to the increase is an allocation of R40 million for the Taung Skull World Heritage Site for preparation of the return of the skull to the area.

An amount of R11 million and R21.969 million for both MIDZ and Invest North West respectively will be collapsed into allocation to the new development agency being developed. A number of feasibility studies are due for completion during the 2012/2013 financial year and it will be the responsibility of the new entity to ensure implementation of approved projects.

The investment attraction activities of Invest North West and the infrastructure development function of the Mafikeng Industrial Development Zone is expected to be consolidated under a new agency whose development is expected to be finalized early in 2013/14 financial year and the allocation for the aforementioned entities will therefore be reclassified. These functions will be coupled to the developmental role of NWDC. The new entity will ensure that investor attraction, funding of local businesses and SMME's, provision of business accommodation at favourable rates, bridging finance and after care support is housed under one roof.

Protection of wild life in protected areas and tourism attraction to the province is mandated to the North West Parks and tourism Board. Construction of suitable fencing around our parks will also not ensure safety of animals only, but ensure compliance with environment legislation that will allow for commercial hunting throughout the year.

Transfer of the Ga-Rankuwa Hotel School to Gauteng Province is intended to be accompanied by the purchase of a suitable facility in the Dr. Ruth Segomotsi Mompati Region to ensure that momentum of skill development in the hospitality industry is enhanced.

Regulation of the gaming industry does not only ensure collection of revenue for the province, but also encourages responsible gambling and eradicate illegal gambling from outlets where the state cannot collect levies.

7.6.2 Transfers to other entities

Other transfers listed for skills development to SETA and provision for withdrawal benefits classified as transfers to Household are tabled below:

Table 2.7: Summary of departmental transfers to entities (for example NGO)

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
Households				122	122	122			
SETA				177	166	166	133	140	146
Donations		34			50	50			
Madikwe Sisal Project	500	2,000	1,000						
Wild Silk Project	800	4,892	500						
Bio Diesel	100	370							
AIDC	3,200								
CSIR					7,107	7,107			
SABS					2,052	2,052			
Total departmental transfers	4,600	7,296	1,500	299	9,497	9,497	133	140	146

7.6.3 Transfers to local Government

The department does not make transfers to Local Government.

8. Receipts and Retentions

Not applicable to the department

9. Programme Description

Programme 1: Administration

Table 6.8 : 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
Office of the MEC	5 483	5 064	4 911	7 066	6 028	6 028	5 645	5 928	6 214
Office of the HOD	3 886	2 885	3 409	29 819	27 727	27 727	5 218	5 479	5 649
Financial Management	7 037	9 039	9 987	11 146	17 841	17 841	15 081	16 375	17 174
Corporate Services	23 863	26 984	33 454	39 714	41 110	41 110	40 649	44 451	45 453
Total programme payments and estimates	40 269	43 972	51 760	87 745	92 706	92 706	66 593	72 233	74 490

Table 6.9 :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
Current payment	39 637	42 421	51 458	87 000	88 665	88 665	65 346	70 074	72 233
Compensation of employees	20 171	21 933	27 491	34 688	30 865	30 865	36 772	38 047	38 826
Goods and services	19 456	20 476	23 946	52 312	57 600	57 600	28 574	32 027	33 407
Interest and rent on land	11	12	21		200	200			
Transfer and subsidies to:	375	34	53	167	217	217	170	190	198
Provinces and municipalities					50	50			
Departmental agencies and accounts							133	140	146
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	375	34	53	167	167	167	37	50	52
Payments for capital assets	250	1 517	250	578	3 824	3 824	1 077	1 969	2 059
Buildings and other fixed structure	59								
Machinery and equipment	191	1 452	250	578	3 824	3 824	1 077	1 969	2 059
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		65							
Payments for financial assets	7								
Total programme economic classification	40 269	43 972	51 760	87 745	92 706	92 706	66 593	72 233	74 490

Description and objectives

The programme provides the political and administrative leadership to the Department in accordance with relevant legislation, regulations and policies and ensures appropriate support service to all other programmes.

The following are objectives of sub-programmes within Programme 1:

Office of the MEC: To effectively and efficiently manage and direct the activities of the MEC.

Office of the HOD: To manage and direct the departmental transversal administrative programmes that gives leadership to the department. To also effectively maintain an oversight function of the whole department's mandate and function.

Financial Management: To provide an effective financial management, ensure implementation of the PFMA and related financial regulations and policies and to provide budgeting support as well as to ensure risk management prescripts are maintained.

Corporate Services: To provide sound corporate management for strategic support of the Department to promote sound human resource management and development. Within this sub programme is located communications and IT as well as Legal Services whose role are to maintain effective communication relations with internal and external stakeholders as well as to provide legal support to the department.

There is an increase of 19.14 per cent on salaries to accommodate temporary workers due to the workload brought about by the incorporation of Environmental services to the department as well as provision for population of the new structure in the new year. Replacement of contract workers with permanent staff and other additional posts like Chief Director: Corporate Services had a minimal impact during 2012/13 financial year because the filling took place at the end of the financial year.

Decrease on goods and services from R32.600 million (after removal of the R25 million Growth Fund) to R28.572 million is the result of escalation on rental contract and travelling costs brought about by the increase in number of employees which was negated by the reduction in non-core.

Appointment of staff took place at the tail end of the 2012/2013 financial year, with the bulk of the financial impact falling into the 2013/2014 financial year. The necessity of these appointments was brought about by the department's wish to comply with the national quest for a clean audit by the end of the 2013/2014 financial year. The achievement of this target will be brought about by administrative compliances, chief amongst which is the 30 days payment period as well as assurance of attainment of all risk intervention strategies.

Performance measures

Strategic Objective: Facilitate inter-governmental coordination, manage environmental planning processes and support environmental information management					
Performance Indicator		Estimated performance 2012/13	2013/14	2014/15	2015/16
1	Number of inter-governmental sector tools reviewed	30	4	5	5
2	Number of environmental research projects undertaken	3	1	0	0
3	Number of legislative tools developed	2	4	3	1
4	Number of Biodiversity Spatial Plans published	-	-	1	-
5	Number of climate change response tools developed		1	1	2
6	Number of compliance inspections conducted	1296	1440	1500	1550
7	Number of criminal enforcement actions finalized for non-compliance with environmental legislation	-	45	45	45
8	Number of designated Environmental Management Inspectors	25	25	5	5
9	Number of waste licenses applications finalized within legislated timeframes	12	14	16	16
10	Number of EIA applications finalized within legislated timeframe	180	150	120	120
11	Number of Air Emission Licenses applications finalized within legislated timeframes	12	15	15	15
12	Number of S24G applications finalized	10	5	5	5
13	Number of ambient air quality stations monitored	-	7	7	7
14	Number of biodiversity monitoring programs for species and ecosystems	4	6	6	6
15	Hectares of land under Conservation (both private and public) (cumulative)	236 194	236 194	237 194	238 194
16	No of job opportunities created through environmental programmes	30	30	40	40
17	Number of environmental awareness activities conducted	-	6	6	6
18	Number of environmental capacity building activities	-	5	5	5
19	Number of heritage site programmes implemented	2	2	2	2

Personnel numbers and costs

Table 6.10 :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	7	8	8	8	8	8	8
Middle management	11	15	15	15	41	41	41
Other staff	50	58	55	74	56	56	56
Professional staff							
Contract staff							
Total Programme Personnel Numbers	68	81	78	97	105	105	105
Total personnel cost(R thousand)	20 171	21 933	27 491	30 865	36 772	38 047	38 826
Unit cost(R thousand)	297	271	352	318	350	362	370

Table 6. :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	3 942	4 265	6 771	7 109	7 109	7 109	7 112	7 199	7 219
Middle management	3 274	3 545	8 482	8 919	8 919	8 919	18 472	19 395	19 862
Other staff	12 955	14 123	12 238	18 660	14 837	14 837	11 188	11 453	11 745
Professional staff									
Contract staff									
Total programme personnel cost	20 171	21 933	27 491	34 688	30 865	30 865	36 772	38 047	38 826

Programme 2: Integrated Economic Development Services

Table 6.11 :Summary of payment and estimates: Integrated Economic Development Services

	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
Enterprise Development	5 341	7 911	28 031	20 179	22 212	22 212	20 747	21 735	22 762
Regional and Local Economic Development	4 571	2 681	2 789	3 078	3 151	3 151	3 301	3 455	3 628
Economic Empowerment	8 666	16 086	3 032	1 628	2 282	2 282	3 283	3 417	3 585
Total programme payments and estimates	18 578	26 678	33 853	24 885	27 645	27 645	27 331	28 607	29 975

Table 6.12 :Summary of provincial payments and estimates by economic classification: Integrated Economic Development Services

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
Current payment	13 147	10 170	13 280	13 324	16 013	16 013	15 169	15 788	16 567
Compensation of employees	9 380	8 605	9 611	10 154	11 914	11 914	11 969	12 568	13 197
Goods and services	3 767	1 565	3 669	3 170	4 099	4 099	3 200	3 220	3 370
Interest and rent on land									
Transfer and subsidies to:	5 431	16 508	20 573	11 561	11 505	11 505	12 162	12 819	13 408
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises	5 431	16 508	20 573	11 561	11 481	11 481	12 162	12 819	13 408
Non-profit institutions									
Households					24	24			
Payments for capital assets					127	127			
Buildings and other fixed structure									
Machinery and equipment					127	127			
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	18 578	26 678	33 853	24 885	27 645	27 645	27 331	28 607	29 975

Description and objectives

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

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

- To facilitate the establishment and maintenance of an effective small business support institutions to ensure effective service delivery to SMMEs.
- To provide guidance, support and capacity building to the municipality to align their Local Economic Development processes with the Provincial Growth and Development Strategy and other spatial development plans.
- To facilitate access to business opportunities for targeted groups.
- Transfer payments for the programme will be used for the implementation of SMME strategy for the development of SMME, Cooperatives, Women, Youth and disabled group.
- Increase on goods and services and Compensation of employees is in relation to the inflation rate.

The allocation to this programme increases from R27.645 million to R27.331 million or 1.13 per cent due to inflation adjustments to the personnel and other costs which were significantly offset by reduction in non-core. This did not deter the department from increasing allocation for SMME development from R11.481 million to R12.162 million in its endeavor to speed up the development of this sector.

This programme will this year lead restructuring of the clothing textile hub to link with the Ganyesa Wild Silk, the Madikwe Sisal and to accommodate women in the management of the initiative in its endeavor to improve support to slam businesses and cooperatives.

The unit is participating in the structures responsible for ensuring that the bridging finance fund is beneficial to emerging enterprises equitably and also that the fund is not exhausted by overexposure and failure to return borrowed funds.

Phase 2 of the commercialization of the Wild Silk and Madikwe Sisal will commence with the adoption of plans developed by CSIR and development of implementation plans aligned with existing funds. Completed business plan for the Zeerust Chicken Abattoir will necessitate procurement of land by the Municipality and the necessary infrastructure will be installed by the department.

Performance measures

Strategic Objective: To facilitate the establishment and maintain effective small business support of institutions to ensure effective service delivery to SMMEs.					
Performance Indicator		Estimated performance 2012/13	2013/14	2014/15	2015/16
1	Number of institutions supported	4	4	4	4
2	Number of existing SMMEs supported	100	240	300	400
3	Number of new SMMEs developed	100	100	150	200
4	Number of existing cooperatives supported	10	10	20	40
5	Number of new cooperatives developed	10	10	20	40
6	Number of project feasibility studies conducted	4	4	4	4
7	Number of projects implemented	4	4	4	4
8	Number of LED strategies aligned to PGDS and other spatial development plans	5	5	12	24
9	Number of economic development projects supported at municipalities	6	6	10	10
10	Number of capacity building interventions at municipalities	10	10	10	10
11	Number of LED projects provided with after care.	4	10	15	20
12	Number of target groups specific opportunities identified.	30	60	84	104
13	Number target group specific interventions	-	60	84	104

Personnel numbers and costs

Table 6.13 :Personnel numbers and costs: Integrated Economic Development Services

	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	3	3	3	3	4	4	4
Middle management	12	12	12		12	12	12
Other staff	10	10	10	32	10	10	10
Professional staff							
Contract staff							
Total Programme Personnel Numbers	25	25	25	35	26	26	26
Total personnel cost(R thousand)	9 380	8 605	9 611	11 914	11 969	12 568	13 197
Unit cost(R thousand)	375	344	384	340	460	483	508

Table 6. :Personnel cost: Integrated Economic Development Services

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Management	1 847	2 085	2 565	2 722	2 722	2 722	3 277	3 441	3 613
Middle management	1 390	1 569	1 582	1 679	1 679	1 679	5 625	5 907	6 202
Other staff	6 143	4 951	5 464	5 753	7 513	7 513	3 067	3 220	3 382
Professional staff									
Contract staff									
Total programme personnel cost	9 380	8 605	9 611	10 154	11 914	11 914	11 969	12 568	13 197

Programme 3: Trade and Sector Development

Table 6.14 : Summary of payment and estimates: Trade and Sector 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
Trade and Investment Promotion	17 112	26 729	25 176	39 739	31 418	31 418	68 467	68 639	71 834
Strategic Initiative	44 441	43 440	23 788	11 186	8 468	8 468	155		
Total programme payments and estimates	61 553	70 169	48 964	50 925	39 886	39 886	68 622	68 639	71 834

Table 6.15 :Summary of provincial payments and estimates by economic classification: Trade and Sector 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
Current payment	2 722	4 445	686	4 382	4 584	4 584	2 781	5 553	5 811
Compensation of employees	2 458	476	525	948	565	565	585	616	648
Goods and services	264	3 969	148	3 434	4 019	4 019	2 196	4 937	5 163
Interest and rent on land			13						
Transfer and subsidies to:	58 831	65 724	48 278	46 543	35 302	35 302	65 841	63 086	66 023
Provinces and municipalities									
Departmental agencies and accounts	42 476	60 724	23 652	31 517	24 292	24 292	21 969	23 067	24 128
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises	16 355	5 000	24 626	15 026	11 010	11 010	43 872	40 019	41 895
Non-profit institutions									
Households									
Payments for capital assets									
Buildings and other fixed structure									
Machinery and equipment									
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	61 553	70 169	48 964	50 925	39 886	39 886	68 622	68 639	71 834

Description and objectives

The purpose of the programme is to stimulate economic growth through industry development, trade and investment promotion.

Programme 3 is made up of the following three sub programmes:

Trade and Investment Promotion is responsible for facilitation and monitoring of the activities related to attraction of investment into the province and retention thereof.

Sector Development facilitates development of priority sectors in line with the PGDS, New Growth Path and IPAP 2.

Strategic Initiatives mandate is to facilitate implementation of strategies for the positioning of the Industrial Sector as a key contributor to economic development. Allocation to this unit increases from R39.886 million to R68.623 million due to R15 million allocated for funding the acquisition of the Bophuthatswana Recording Studio and R11 million for the Light Industrial Parks.

The department has during the 2012/2013 hosted the industrialization summit which brought all role players to put together a plan that will ensure that the provincial endowments are benefited inside the province. Outcomes of this gathering will now be converted into business studies and where feasible, into business cases for sourcing funding.

The province was honoured with hosting the BRICS expo which is a prelude to the MRICS summit and local enterprises were invited to participate and to gain exposure on an international platform.

The department will this year embark on the implementation of a renewable energy usage plan by introducing new technologies and initiatives source of energy like solar and bio-fuels. Ten high impact projects have been submitted for approval with the 2013/2014 financial year targeted as implementation phase. This initiative was preceded by a visit to China to get first hand information that will support roll out of the plan.

Revitalization of the automotive hub in Brits to link up with the Gauteng Rosslyn SEZ will receive priority to ensure that the province leverage on Gauteng's initiative and prevents provincial car parts manufacturers from migrating to our neighbor. Mahikeng has been identified as the location of the earmarked Special Economic Zone focusing on agro processing and platinum beneficiation and the feasibility study being conducted has pointed to possible economic benefit to the province, the country and the region.

The Platinum Trust has been commissioned to conduct a feasibility study on establishment of a platinum valley focusing on production of platinum cells and the department is already engaging with interested parties for establishment of a mining suppliers' park in Rustenburg.

Completion of the Tlokwe Industrial Park that commenced during the 2012/2013 is expected to be finalized this year while the Matlosana Municipality has committed to making land available for a similar structure in their area.

Performance measures

Strategic Objective: To contribute to 4% economic growth of the Province per annum, through trade and investment promotion.				
Performance Indicator	Estimated performance 2012/13	2013/14	2014/15	2015/16
1 Number of investment projects realized	4	4	4	4
2 Number of businesses assisted with exports.	4	4	4	4
3 Number of targeted marketing initiatives facilitated.	-	1	1	1
4 Number of trade exhibition held	1	1	1	1
5 Number of people trained	-	200	250	300
6 Number of businesses assisted with proactive interventions	10	10	10	10
7 Number of sector studies commissioned and completed	-	1	1	1
8 Number of Key sectors supported	-	4	4	4
9 Number of sector strategies developed.	-	4	-	-
10 Number of Sectoral projects implemented	-	4	4	4
11 Number of infrastructure projects supported	4	14	14	14
12 Number of people trained	100	100	100	100
13 Number of feasibility studies and business plans for high value high impact projects conducted	-	4	4	4

Personnel numbers and cost

Table 6.16 :Personnel numbers and costs: Trade and Sector 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							
Middle management	3	1	1	1	1	1	1
Other staff							
Professional staff							
Contract staff							
Total Programme Personnel Numbers	3	1	1	1	1	1	1
Total personnel cost(R thousand)	2 458	476	525	565	585	616	648
Unit cost(R thousand)	819	476	525	565	585	616	648

Table 6. :Personnel cost: Trade and Sector 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
Management									
Middle management	2 458	476	525	948	565	565	585	616	648
Other staff									
Professional staff									
Contract staff									
Total programme personnel cost	2 458	476	525	948	565	565	585	616	648

Programme 4: Business Regulation and Governance

Table 6.17 : Summary of payment and estimates: Business Regulation and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Governance									
Regulation Services	2 184	3 919	2 463	5 102	1 459	1 459	1 571	1 649	1 730
Consumer Protection	3 855	5 210	6 787	6 159	7 859	7 859	9 815	10 305	10 818
Liquor Regulation	4 565	4 090	4 882	4 471	6 614	6 614	5 227	5 488	5 742
Gambling and Betting	12 307	20 277	28 560	29 938	36 588	36 588	31 559	33 137	34 661
Total programme payments and estimates	22 911	33 496	42 692	45 670	52 520	52 520	48 172	50 579	52 951

Table 6.18 :Summary of provincial payments and estimates by economic classification: Business Regulation and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payment	10 604	13 190	14 188	15 732	15 864	15 864	16 613	17 442	18 290
Compensation of employees	10 199	12 046	12 002	14 220	13 420	13 420	15 018	15 768	16 557
Goods and services	406	1 144	2 186	1 512	2 444	2 444	1 595	1 674	1 733
Interest and rent on land									
Transfer and subsidies to:	12 307	20 277	28 504	29 938	36 588	36 588	31 559	33 137	34 661
Provinces and municipalities									
Departmental agencies and accounts	12 307	20 277	28 504	29 938	36 588	36 588	31 559	33 137	34 661
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households									
Payments for capital assets	29				68	68			
Buildings and other fixed structure									
Machinery and equipment		29			68	68			
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	22 911	33 496	42 692	45 670	52 520	52 520	48 172	50 579	52 951

Description and objectives

To ensure an equitable, socially responsible business environment that allows for predictability.

Programme 4 is made up of the following sub-programmes:

The Regulatory Services: role is to identify and address barriers in the broader business environment which inhibit business development through a process of scanning applicable legislations.

Gambling and Betting: is charged with maintenance of an effective and efficient regulatory system for the gambling and betting industry and the function is under the custodianship of the North West Gambling Board to whom an amount of R31.559 million has been made available for the 2013/2014 financial year. In

return, the entity has committed to raising revenue of R87.998 million for the revenue fund. In line with the province's socio economic development and transformation in the gaming industry commitment, the department will roll out 300 limited pay-out machines during the year. RFA will be published this year and licences in the horseracing and betting industry, targeting participation of local Previously Disadvantaged Individuals will be issued.

Consumer Protection: aims to develop and implement measures that seek to ensure that the rights and interests of consumers are promoted and protected. Promulgation of the consumer act in the year will facilitate bring the consumer court into action in pursuit of the objective of ensuring protection of consumers against unscrupulous traders.

Liquor Regulation: is responsible for promotion and maintenance of an effective regulatory system for the liquor industry. The liquor act will also ensure that liquor administration in the province is standardized and all cross border discrepancies are resolved. Finalisation of the organogram will assist the department in ensuring that problems encountered with collection of revenue by SARS are resolved. This will be brought about by appointment of staff to also ensure smooth flow of documents timeous presentation of application to the Liquor Board.

Performance measures

Strategic Objective: Promotion and protection of consumer rights					
Performance Indicator		Estimated performance 2012/13	2013/14	2014/15	2015/16
1	Number of consumer education programmes conducted	646	516	516	516
2	Number of complaints received	500	500	500	500
3	Number of complaints resolved	400	350	350	350
4	Number of market practices investigated	-	20	20	20
5	Number of applications received	1000	1000	1300	1000
6	Number of licenses issued	200	300	400	300
7	Number of awareness programmes conducted	30	30	30	30
8	Number of people reached through awareness programmes	1350	10 000	11 000	10 000
9	Number of inspections conducted	1200	4800	4800	4800
10	Number of social responsibility programme conducted	1	1	1	1
11	Number of barriers identified.	8	8	8	8
12	Number of barriers addressed.	8	8	8	8
13	Number of Agency performance reports received and analyzed.	4	4	4	4
14	Number of reports on the monitoring of Municipalities towards the implementation of the North West Business Act	-	4	4	4
15	Number of stakeholder engagement reports	-	4	4	4

Personnel numbers and cost

Table 6.19 :Personnel numbers and costs: Business Regulation 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	2	2	2	2	3	3	3
Middle management	5	5	5	5	5	5	5
Other staff	41	39	32	56	53	53	53
Professional staff							
Contract staff							
Total Programme Personnel Numbers	48	46	39	63	61	61	61
Total personnel cost(R thousand)	10 199	12 046	12 002	13 420	15 018	15 768	16 557
Unit cost(R thousand)	212	262	308	213	246	258	271

Table 6. :Personnel cost: Business Regulation and Governance

	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	2 004	2 524	1 766	1 873	1 873	1 873	2 480	2 604	2 734
Middle management	1 277	1 608	1 055	1 120	1 120	1 120	2 360	2 477	2 602
Other staff	6 918	7 914	9 181	11 227	10 427	10 427	10 178	10 687	11 221
Professional staff									
Contract staff									
Total programme personnel cost	10 199	12 046	12 002	14 220	13 420	13 420	15 018	15 768	16 557

Programme 5: Economic Planning

Table 6.20 : Summary of payment and estimates: Economic Planning

	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
Policy and Planning	2 844	1 842	1 201	2 191	1 622	1 622	1 819	1 910	1 996
Research and development	214	1 667	1 360	1 669	1 522	1 522	1 580	1 660	1 733
Knowledge Management	159		104	217			175	184	192
Monitoring and Evaluation	692	1 185	1 148	969	1 391	1 391	961	1 009	1 059
Total programme payments and estimates	3 909	4 694	3 814	5 046	4 535	4 535	4 535	4 763	4 980

Table 6.21 :Summary of provincial payments and estimates by economic classification: Economic Planning

	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
Current payment	3 909	4 694	3 814	5 046	4 437	4 437	4 535	4 763	4 980
Compensation of employees	2 216	4 087	3 226	3 927	3 555	3 555	3 354	3 522	3 698
Goods and services	1 692	607	587	1 119	882	882	1 181	1 241	1 282
Interest and rent on land									
Transfer and subsidies to:									
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households									
Payments for capital assets					98	98			
Buildings and other fixed structure									
Machinery and equipment					98	98			
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	3 909	4 694	3 814	5 046	4 535	4 535	4 535	4 763	4 980

Description and objectives

The purpose of the programme is to develop provincial economic policies and strategies to achieve and measure sustainable economic development

Policy and Planning's role is to coordinate and review existing economic policies and spearhead development of provincial development policies, with the view of strengthening the institutional environment for improved service delivery through regular review sessions and workshops on an ongoing basis.

The department is participating in the development of the Special Economic Zones for the republic and to this end consultations with stakeholders in the province as well as workshops to empower citizens on benefits of policy directions are held.

Research and Development is charged with facilitation and coordination of relevant economic research related to economic development.

Knowledge Management manages provincial knowledge economy to enhance service delivery through a sound knowledge management system that will enhance the organization activities of the department.

Monitoring and Evaluation's role is to monitor and evaluate the impact of the provincial economic projects, programmes and initiatives. The department intends to expand capacity in the unit by increasing the number of employees from the current ten (10) to twenty-two (22).

This will ensure that evidence submitted by programmes is confirmed and visits to project sites to ensure that value for money has been attained will be undertaken.

Performance measures

Strategic Objective: To facilitate the development of economic policies in the province					
Performance Indicator		Estimated performance 2012/13	2013/14	2014/15	2015/16
1	Number of economic strategies developed	1	2	2	2
2	Number of strategies reviewed	4	4	4	4
3	Number of economic plans developed	-	1	1	1
4	Number of economic plans reviewed	-	-	1	1
5	Number of research and development initiatives supported	2	1	2	2
6	Number of research reports	1	1	4	4
7	Number of provincial economic intelligence reports produced	4	4	4	4
8	Information Management System (Framework) Developed	-	1	1	1
9	Consolidated Strategic Plan	1	-	1	-
10	Annual Performance Plan compiled	1	1	1	1
11	Number of monitoring reports produced	4	4	4	4
12	Number of evaluation reports produced	4	1	2	2
13	Consolidated Annual Report	1	1	1	1
14	Number of project site visits.	-	30	40	50

Personnel numbers and cost

Table 6.22 :Personnel numbers and costs: Economic Planning

	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	1	1	1				
Middle management	3	3	3	3	4	4	4
Other staff	19	19	6	6	6	6	6
Professional staff							
Contract staff							
Total Programme Personnel Numbers	23	23	10	9	10	10	10
Total personnel cost(R thousand)	2 216	4 087	3 226	3 555	3 354	3 522	3 698
Unit cost(R thousand)	96	178	323	395	335	352	370

Table 6. :Personnel cost: Economic Planning

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Management	565	685	50						
Middle management	975	1 536	2 109	2 051	2 051	2 051	2 024	2 125	2 231
Other staff	676	1 866	1 067	1 876	1 504	1 504	1 330	1 397	1 467
Professional staff									
Contract staff									
Total programme personnel cost	2 216	4 087	3 226	3 927	3 555	3 555	3 354	3 522	3 698

Programme 6: Tourism

Table 6.23 : Summary of payment and estimates: Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Tourism Planning	5 846	6 243	6 013	5 844	7 149	7 149	6 733	8 334	8 708
Tourism Growth and Development	126 344	134 624	135 998	135 960	144 460	144 460	143 404	150 574	158 103
Total programme payments and estimates	132 190	140 867	142 011	141 804	151 609	151 609	150 137	158 908	166 811

Table 6.24 : Summary of provincial payments and estimates by economic classification: Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payment	5 846	6 243	6 013	5 844	7 109	7 109	6 733	8 334	8 708
Compensation of employees	5 280	5 604	5 628	5 311	6 201	6 201	6 307	6 623	6 954
Goods and services	566	638	385	533	908	908	426	1 711	1 754
Interest and rent on land									
Transfer and subsidies to:	126 344	134 624	135 998	135 960	144 460	144 460	143 404	150 574	158 103
Provinces and municipalities									
Departmental agencies and accounts	126 344	134 624	135 998	135 960	144 460	144 460	143 404	150 574	158 103
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households									
Payments for capital assets					40	40			
Buildings and other fixed structure									
Machinery and equipment					40	40			
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	132 190	140 867	142 011	141 804	151 609	151 609	150 137	158 908	166 811

Description and objectives

To develop and implement legislative, policy and strategy imperatives for sustainable tourism development to ensure a conducive environment for tourism development and growth in the North West Province

Main services rendered by the programme are, amongst others:

- Tourism Planning in terms of the development of legislation, policies and strategies
- Tourism Sector Transformation in line with the BBBEE legislation and BBBEE sector codes
- Sustainable tourism Growth and Development by creating the demand and supply for tourism growth

The budget for the programme has been moved from Programme 3 where it was located as a sub-programme within Sector Development because of the development of a national budget and programme structure for tourism and the importance and priority attached to tourism sector as an important segment to stimulate economic growth.

The mandate of tourism attraction and protection inside the protected areas has been assigned to the North West Parks and tourism Board and an amount of R143.404 million will be availed. Planned activities includes establishment of a hotel school in the Dr Ruth Segomotsi Mompati District and fencing of their parks to comply with the environment legislations. This will not only enhance protection of animals in their care but also qualify them for hunting licenses throughout the year.

During the year a major investment in the sector was the development of an aerial cableway in Hartbeespoort which is expected to boost local and international visitations.

Norms and standards for protected areas have been developed during the 2012/2013 financial year and public participation process will commence during the 2013/2014 financial year.

The department hosted the Provincial Tourism Awards to reward excellence in the industry and to encourage other role players to match the standard and improve service excellence with the intention of ensuring attractiveness of our tourist products.

Protection and security of tourists, especially from outside the country, is done by registration of tourist guides and regular sport checks are conducted at all tourist destination to ensure that only registered operators are in business.

Performance measures

Strategic Objective: To create Supply and Demand for Tourism consumption that should increase the market share of tourism to 8%					
Performance Indicator		Estimated performance 2012/13	2013/14	2014/15	2015/16
1	Number of NTSS implementation framework developed	-	1	-	-
2	Number of Tourism Master Plan developed	-	1	-	-
3	Number of collaborative and strategic partnerships established	-	2	2	2
4	Number of tourist guides registered for compliance	-	200	220	250
5	Number of tourist guide inspections conducted	-	4	4	4
6	Number of reports on the implementation of the strategic plan and performance plan of the NWP & TB	-	4	4	4
7	Number of tourism capacity building workshops held	-	4	4	4
8	Number of tourism infrastructure and amenities projects supported	-	2	2	2
9	Number of World Tourism Day Celebrations held	-	1	-	-
10	Number of community tourism projects facilitated and supported	-	2	2	2
11	Number of tourism awareness creation initiatives	-	4	4	4
12	Number of service excellence initiatives implemented	-	2	2	2
13	Number of people trained	-	50	100	150
14	Number of responsible tourism initiatives implemented	-	1	1	1
15	Number of tourism BEE initiatives undertaken	-	1	1	1

Personnel numbers and cost

Table 6.25 :Personnel numbers and costs: Tourism

	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	1	1	1	1	1	1	1
Middle management	5	5	5	5	5	5	5
Other staff	11	11	11	11	11	11	11
Professional staff							
Contract staff							
Total Programme Personnel Numbers	17	17	17	17	17	17	17
Total personnel cost(R thousand)	5 280	5 604	5 628	6 201	6 307	6 623	6 954
Unit cost(R thousand)	311	330	331	365	371	390	409

Table 6. :Personnel cost: Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
					2012/13				
Management	649	690	692	653	763	763	776	815	856
Middle management	2 227	2 363	2 373	2 240	2 615	2 615	2 660	2 793	2 932
Other staff	2 404	2 551	2 563	2 418	2 823	2 823	2 871	3 015	3 166
Professional staff									
Contract staff									
Total programme personnel cost	5 280	5 604	5 628	5 311	6 201	6 201	6 307	6 623	6 954

Programme 7: Environmental Services

Table 6.26 : Summary of payment and estimates: Environmental Services

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
					2012/13				
Environmental Policy, Planning and Coordination	7 264	6 877	5 894	7 585	9 539	9 539	9 263	9 572	10 054
Environmental Quality Managemet	27 499	16 062	16 250	18 078	19 931	19 931	22 628	23 724	24 832
Biodiversity Management	10 390	21 256	20 175	23 137	23 272	23 272	27 581	28 967	30 408
Environmental Empowerment Services	12 712	17 997	19 311	22 070	21 650	21 650	61 200	72 261	82 422
Total programme payments and estimates	57 865	62 192	61 630	70 870	74 392	74 392	120 672	134 524	147 716

Table 6.27 :Summary of provincial payments and estimates by economic classification: Environmental Services

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
					2012/13				
Current payment	56 778	61 358	61 451	70 533	73 470	73 470	120 335	134 169	147 343
Compensation of employees	40 191	46 956	47 765	52 784	56 014	56 014	62 404	65 533	68 802
Goods and services	16 587	14 394	13 682	17 749	17 456	17 456	57 931	68 636	78 541
Interest and rent on land		8	4						
Transfer and subsidies to:				132	97	97	132	150	158
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households				132	97	97	132	150	158
Payments for capital assets	1 087	749	179	205	825	825	205	205	215
Buildings and other fixed structure									
Machinery and equipment	1 087	749	179	205	825	825	205	205	215
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets		85							
Total programme economic classification	57 865	62 192	61 630	70 870	74 392	74 392	120 672	134 524	147 716

Description and objectives

The purpose of the programme is to ensure effective and efficient regulatory services and management of human built and natural environments.

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

- To manage and conserve biodiversity while ensuring sustainable utilization and equitable access to natural resources
- To protect the environment by managing the impacts brought about by economic growth and development
- To facilitate inter-governmental coordination, manage environmental planning processes and support environmental information management
- To provide advisory services and project development
- There is an increase of 3.8per cent on salaries for 2013/14, for 2014/15 and 2015/16 the increases are 8per cent and 5per cent respectively. Considering the slight increase in salaries the programme will be able to retain the current personnel but not make new appointments.
- Goods and Services are increasing with 2.9 per cent in 2013/14, 3.9 per cent in 2014/15 and 5 per cent in 2015/16. With this trend of increase, the programme will not be in the position to implement new National and provincial priorities and mandates, only the status quo will be maintained.

Allocation to the Chief Directorate increases from R74.392 million to R120.672 million to cater for the restoration of the Taung Skull World Heritage Site and improvement in conditions of services. These increases were marginally reduced by reducing the non-core and asset purchases for the year.

During the year the application process for listing of the Magaliesberg as a Biosphere was concluded and submitted to UNESCO for listing.

Introduction of the Environmental Management Inspectorate was made with the signing of the protocol with the Bojanala District Municipality. The remaining three municipalities are expected to sign the protocols in the 2013/2014 financial year.

Provincial Environmental Crime Prevention Forum made up of Security Installations and the department has been established and will prioritize rhino poaching for the 2013/2014 financial year.

In line with the sustainable environment management stance, feasibility study for the Mfidikwe and Mahikeng Buy-back centres were completed during the 2012/2013 financial year. During the 2013/2014 financial year, a lease agreement will be entered into with the Bafokeng Chieftainship and local cooperatives that will pave the way for development of appropriate infrastructure. For the Mahikeng one, Environmental Impact Assessment will be finalised in May 2013.

The department was a participant in crafting and adoption of Conference of the Parties (COP17) resolutions that seek to reduce greenhouse gas emissions, climate impacts and improved air/atmospheric quality and an implementation plan will be put into action during the 2013/2014 financial year.

Care of the two World Heritage Sites will be strengthened by ensuring that access roads and signages are improved and invasive plants in the Vredefort Dome are brought under control.

Performance measures

Strategic Objective: Facilitate inter-governmental coordination, manage environmental planning processes and support environmental information management					
Performance Indicator		Estimated performance 2012/13	2013/14	2014/15	2015/16
1	Number of inter-governmental sector tools reviewed	30	4	5	5
2	Number of environmental research projects undertaken	3	1	0	0
3	Number of legislative tools developed	2	4	3	1
4	Number of Biodiversity Spatial Plans published	-	-	1	-
5	Number of climate change response tools developed	-	1	1	2
6	Number of compliance inspections conducted	1296	1440	1500	1550
7	Number of criminal enforcement actions finalized for non-compliance with environmental legislation	-	45	45	45
8	Number of designated Environmental Management Inspectors	25	25	5	5
9	Number of waste licenses applications finalized within legislated timeframes	12	14	16	16
10	Number of EIA applications finalized within legislated timeframe	180	150	120	120
11	Number of Air Emission Licenses applications finalized within legislated timeframes	12	15	15	15
12	Number of S24G applications finalized	10	5	5	5
13	Number of ambient air quality stations monitored	-	7	7	7
14	Number of biodiversity monitoring programs for species and ecosystems	4	6	6	6
15	Hectares of land under Conservation (both private and public) (cumulative)	236 194	236 194	237 194	238 194
16	No of job opportunities created through environmental programmes	30	30	40	40
17	Number of environmental awareness activities conducted	-	6	6	6
18	Number of environmental capacity building activities	-	5	5	5
19	Number of heritage site programmes implemented	2	2	2	2

Personnel numbers and costs

Table 6.28 :Personnel numbers and costs: Environmental Services

	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	4	4	3	4	5	5	5
Middle management	65	65	65	62	74	74	74
Other staff	112	102	102	102	117	117	117
Professional staff							
Contract staff							
Total Programme Personnel Numbers	181	171	170	168	196	196	196
Total personnel cost(R thousand)	40 191	46 956	47 765	56 014	62 404	65 533	68 802
Unit cost(R thousand)	222	275	281	333	318	334	351

Table 6. :Personnel cost: Environmental Services

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
Management	2 720	3 179	3 233	3 573	3 792	3 792	4 105	4 310	4 526
Middle management	21 048	24 590	25 015	27 643	29 729	29 729	33 918	35 614	37 395
Other staff	16 423	19 187	19 517	21 568	22 493	22 493	24 381	25 609	26 881
Professional staff									
Contract staff									
Total programme personnel cost	40 191	46 956	47 765	52 784	56 014	56 014	62 404	65 533	68 802

Other programme information

Personnel numbers and costs

Table 6.29 :Personnel numbers and costs: Economic Development, Environment, Conservation and Tourism

	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	18	19	18	18	21	21	21
Middle management	104	106	106	91	142	142	142
Other staff	243	239	216	281	253	253	253
Professional staff							
Contract staff							
Total departmental personnel numbers	365	364	340	390	416	416	416
Total personnel cost(R thousand)	89 895	99 707	106 248	122 534	136 409	142 677	148 682
Unit cost(R thousand)	246	274	312	314	328	343	357

Table 6. :Personnel cost: Economic Development, Environment, Conservation and Tourism

	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	11 727	13 428	15 077	15 930	16 259	16 259	17 750	18 369	18 948
Middle management	32 649	35 687	41 141	44 600	46 678	46 678	65 644	68 927	71 872
Other staff	45 519	50 592	50 030	61 502	59 597	59 597	53 015	55 381	57 862
Professional staff									
Contract staff									
Total departmental personnel cost	89 895	99 707	106 248	122 032	122 534	122 534	136 409	142 677	148 682

Table 6.30 :Summary of departmental Personnel numbers and costs : Economic Development, Environment, Conservation and Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Total for department									
Personnel numbers (head count)	365	364	340	390	390	390	416	416	416
Personnel costs (R thousand)	89 894	99 707	106 249	122 032	122 534	122 534	136 409	142 677	148 682
Human resource component									
personnel numbers (head count)	18	18	18	18	18	18	18	18	18
personnel cost (R thousand)	3 976	3 482	4 781	6 384	5 419	5 419	6 697	6 844	6 812
Head cont as % of total for province	5%	5%	5%	5%	5%	5%	4%	4%	4%
Personnel cost as % of total for province	4%	3%	4%	5%	4%	4%	5%	5%	5%
Finance component									
personnel numbers (head count)	15	15	15	21	21	21	23	23	23
personnel cost (R thousand)	4 443	7 578	8 819	9 734	12 600	12 600	12 723	13 359	14 031
Head cont as % of total for province	4%	4%	4%	5%	5%	5%	6%	6%	6%
Personnel cost as % of total for province	5%	8%	8%	8%	10%	10%	9%	9%	9%
Full time workers									
Personnel numbers (head count)	365	364	340	390	390	390	416	416	416
Personnel cost (R thousand)	89 895	99 707	106 248	122 032	122 534	122 534	136 409	142 677	148 682
head count as % of total for province	100%	100%	100%	100%	100%	100%	100%	100%	100%
Personnel cost as % of total province	100%	100%	100%	100%	100%	100%	100%	100%	100%
Part-time workers									
Personnel numbers (head count)									
Personnel cost (R thousand)									
head count as % of total for province									
Personnel cost as % of total province									
Contract workers									
Personnel numbers (head count)									
Personnel cost (R thousand)									
head count as % of total of the Department									
Personnel cost as % of total province									

Training

Table 6.31 : Payments on training : Economic Development, Environment, Conservation and Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Programme 1: Administration	590	409	508	611	611	611	500	500	523
of which									
sustainable and travel									
Payment on tuition	590	409	508	611	611	611	500	500	523
Programme 4: Business Regulation and Governance	60								
of which									
sustainable and travel									
Payment on tuition	60								
Programme 5: Economic Planning	3		11						
of which									
Substance and Travel									
Payment on tuition	3		11						
Programme 7: Environmental Services	111	134		155	84	84	155	155	163
of which									
Substance and Travel									
Payment on tuition	111	134		155	84	84	155	155	163
Total payment on training	764	543	519	766	695	695	655	655	686

Table 6.32 : Information on training : Economic Development, Environment, Conservation and Tourism

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									
of which									
Male									
Female									
Number of Training opportunities	13	5	8						
of which									
Tertiary	11	4	7						
Workshops	2	1	1						
seminars									
other									
Number of bursaries offered								20	25
Number of interns appointed	15	11	12	21	21	21	25	30	35
Number of learnership appointed							25	30	40
Number of days spent on training	91	75	109	115	115	115	200	220	240

Reconciliation of structural changes

Programme 6: Tourism has been moved from Programme 3 where it was located as a sub-programme within Sector Development because of the development of a national budget and programme structure for tourism and the importance and priority attached to tourism sector as an important segment to stimulate economic growth.

Annexure to the Estimates of Provincial Revenue and Expenditure

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

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
Tax receipts	72 154	72 795	86 962	90 909	91 354	91 354	90 742	95 250	100 050
Casino taxes	67 139	65 319	86 962	86 665	86 665	86 665	82 500	86 679	91 188
Horse racing	2 703	4 634		4 244	4 689	4 689	5 488	5 817	6 108
Liquor licenses	2 312	2 842					2 754	2 754	2 754
Motor vehicle licenses									
Sale of goods & services other than capital assets	80	83	3 242				5 238	5 567	5 845
Sale of goods & services produced by department (excl capital assets)	80	83	3 242				5 238	5 567	5 845
Sales by market establishments	80	83	3 242				5 238	5 567	5 845
Administrative fees									
Other sales									
Of which									
Sale of scrap, waste, arms & other used current goods									
Transfer received from									
Other governmental units									
Foreign governments and international organisations									
Foreign governments									
International organisation									
Public corporations and private enterprises									
Households and non-profit institutions									
Fines, penalties and forfeits			550	700	700	700	750	750	750
Interest, dividends & rent on land:									
Interest									
Dividends									
Rent on land									
Sale of capital assets									
Land and subsoil assets									
Other capital assets (specify)									
Transactions in financial assets and liabilities		1 025	15		70	70			
Total provincial own receipts	72 234	73 903	90 769	91 609	92 124	92 124	96 730	101 567	106 645

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

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
Currents payments	132 643	142 521	150 890	201 861	210 142	210 142	231 512	256 123	273 932
Compensation of employees	89 894	99 707	106 249	122 032	122 534	122 534	136 409	142 677	148 682
Salaries and wages	68 849	86 201	91 711	101 372	105 812	105 812	116 100	119 024	123 874
Social contributions	21 045	13 506	14 539	20 660	16 722	16 722	20 309	23 653	24 808
Goods and services	42 738	42 794	44 603	79 829	87 408	87 408	95 103	113 446	125 250
specify level 4 item									
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land	11	20	38		200	200			
Interest (Incl. interest on finance leases)	11	20	38		200	200			
Rent on land									
Transfer and subsidies to:	203 288	237 167	233 405	224 301	228 169	228 169	253 268	259 956	272 551
Provinces and municipalities					50	50			
Provinces					50	50			
Provincial Revenue Funds									
Provincial agencies and funds					50	50			
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts	181 127	215 625	188 154	197 415	205 340	205 340	197 065	206 918	217 038
Social security funds									
Departmental agencies (non-business entities)	181 127	215 625	188 154	197 415	205 340	205 340	197 065	206 918	217 038
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises	21 786	21 508	45 199	26 587	22 491	22 491	56 034	52 838	55 303
Public corporations	21 786	21 508	45 199	26 587	22 491	22 491	56 034	52 838	55 303
Subsidies on products and production (pc)									
Other transfers to public corporations	21 786	21 508	45 199	26 587	22 491	22 491	56 034	52 838	55 303
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions									
Households	375	34	53	299	288	288	169	200	210
Social benefits									
Other transfers to households	375	34	53	299	288	288	169	200	210
Payment for capital assets	1 337	2 295	429	783	4 982	4 982	1 282	2 174	2 274
Buildings and other fixed structures	59								
Buildings									
Other fixed structures	59								
Machinery and equipment	1 278	2 230	429	783	4 982	4 982	1 282	2 174	2 274
Transport equipment		685			2 781	2 781			
Other machinery and equipment	1 278	1 545	429	783	2 201	2 201	1 282	2 174	2 274
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		65							
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets	7	85							
Total programme economic classification	337 275	382 068	384 725	426 945	443 293	443 293	486 062	518 253	548 757

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
Currents payments	39 637	42 421	51 458	87 000	88 665	88 665	65 346	70 074	72 233
Compensation of employees	20 171	21 933	27 491	34 688	30 865	30 865	36 772	38 047	38 826
Salaries and wages	14 121	19 076	24 005	30 769	27 131	27 131	32 510	33 522	34 093
Social contributions	6 050	2 857	3 486	3 919	3 734	3 734	4 262	4 525	4 733
Goods and services	19 456	20 476	23 946	52 312	57 600	57 600	28 574	32 027	33 407
specify level 4 item									
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land	11	12	21		200	200			
Interest (Incl. interest on finance leases)	11	12	21		200	200			
Rent on land									
Transfer and subsidies to:	375	34	53	167	217	217	170	190	198
Provinces and municipalities					50	50			
Provinces					50	50			
Provincial Revenue Funds									
Provincial agencies and funds					50	50			
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts							133	140	146
Social security funds									
Departmental agencies (non-business entities)							133	140	146
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	375	34	53	167	167	167	37	50	52
Social benefits									
Other transfers to households	375	34	53	167	167	167	37	50	52
Payment for capital assets	250	1 517	250	578	3 824	3 824	1 077	1 969	2 059
Buildings and other fixed structures	59								
Buildings									
Other fixed structures	59								
Machinery and equipment	191	1 452	250	578	3 824	3 824	1 077	1 969	2 059
Transport equipment		685			2 781	2 781			
Other machinery and equipment	191	767	250	578	1 043	1 043	1 077	1 969	2 059
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		65							
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets	7								
Total programme economic classification	40 269	43 972	51 760	87 745	92 706	92 706	66 593	72 233	74 490

Table B.3: Departmental summary of payment and estimates by economic classification: Integrated Economic Development Services

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
Currents payments	13 147	10 170	13 280	13 324	16 013	16 013	15 169	15 788	16 567
Compensation of employees	9 380	8 605	9 611	10 154	11 914	11 914	11 969	12 568	13 197
Salaries and wages	6 107	7 507	8 469	8 144	9 904	9 904	9 783	10 272	10 796
Social contributions	3 273	1 097	1 142	2 010	2 010	2 010	2 186	2 296	2 401
Goods and services	3 767	1 565	3 669	3 170	4 099	4 099	3 200	3 220	3 370
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									
Transfer and subsidies to:	5 431	16 508	20 573	11 561	11 505	11 505	12 162	12 819	13 408
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	5 431	16 508	20 573	11 561	11 481	11 481	12 162	12 819	13 408
Public corporations	5 431	16 508	20 573	11 561	11 481	11 481	12 162	12 819	13 408
Subsidies on products and production (pc)									
Other transfers to public corporations	5 431	16 508	20 573	11 561	11 481	11 481	12 162	12 819	13 408
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions									
Households					24	24			
Social benefits									
Other transfers to households					24	24			
Payment for capital assets					127	127			
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment					127	127			
Transport equipment									
Other machinery and equipment					127	127			
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									
Payments for financial assets									
Total economic classification: Integrated Economic Development S	18 578	26 678	33 853	24 885	27 645	27 645	27 331	28 607	29 975

Table B.3: Departmental summary of payment and estimates by economic classification: Trade and Sector 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
Currents payments	2 722	4 445	686	4 382	4 584	4 584	2 781	5 553	5 811
Compensation of employees	2 458	476	525	948	565	565	585	616	648
Salaries and wages	1 721	420	464	894	511	511	526	554	583
Social contributions	737	56	62	54	54	54	59	62	65
Goods and services	264	3 969	148	3 434	4 019	4 019	2 196	4 937	5 163
specify level 4 item									
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land			13						
Interest (Incl. interest on finance leases)			13						
Rent on land									
Transfer and subsidies to:	58 831	65 724	48 278	46 543	35 302	35 302	65 841	63 086	66 023
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	42 476	60 724	23 652	31 517	24 292	24 292	21 969	23 067	24 128
Social security funds									
Departmental agencies (non-business entities)	42 476	60 724	23 652	31 517	24 292	24 292	21 969	23 067	24 128
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises	16 355	5 000	24 626	15 026	11 010	11 010	43 872	40 019	41 895
Public corporations	16 355	5 000	24 626	15 026	11 010	11 010	43 872	40 019	41 895
Subsidies on products and production (pc)									
Other transfers to public corporations	16 355	5 000	24 626	15 026	11 010	11 010	43 872	40 019	41 895
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions									
Households									
Social benefits									
Other transfers to households									
Payment for capital assets									
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment									
Transport equipment									
Other machinery and equipment									
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets									
Total programme economic classification	61 553	70 169	48 964	50 925	39 886	39 886	68 622	68 639	71 834

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

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
Currents payments	10 604	13 190	14 188	15 732	15 864	15 864	16 613	17 442	18 290
Compensation of employees	10 199	12 046	12 002	14 220	13 420	13 420	15 018	15 768	16 557
Salaries and wages	9 072	10 333	10 325	12 695	11 895	11 895	13 359	14 026	14 733
Social contributions	1 127	1 713	1 677	1 525	1 525	1 525	1 659	1 742	1 824
Goods and services	406	1 144	2 186	1 512	2 444	2 444	1 595	1 674	1 733
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									
Transfer and subsidies to:	12 307	20 277	28 504	29 938	36 588	36 588	31 559	33 137	34 661
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	12 307	20 277	28 504	29 938	36 588	36 588	31 559	33 137	34 661
Social security funds									
Departmental agencies (non-business entities)	12 307	20 277	28 504	29 938	36 588	36 588	31 559	33 137	34 661
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									
Social benefits									
Other transfers to households									
Payment for capital assets	29			68	68	68			
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	29			68	68	68			
Transport equipment									
Other machinery and equipment	29			68	68	68			
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									
Payments for financial assets									
Total programme economic classification	22 911	33 496	42 692	45 670	52 520	52 520	48 172	50 579	52 951

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Currents payments	3 909	4 694	3 814	5 046	4 437	4 437	4 535	4 763	4 980
Compensation of employees	2 216	4 087	3 226	3 927	3 555	3 555	3 354	3 522	3 698
Salaries and wages	1 947	3 547	2 769	3 369	2 997	2 997	2 746	2 883	3 020
Social contributions	269	540	457	558	558	558	608	639	678
Goods and services	1 692	607	587	1 119	882	882	1 181	1 241	1 282
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									
Transfer and subsidies to:									
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									
Social benefits									
Other transfers to households									
Payment for capital assets					98	98			
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment					98	98			
Transport equipment									
Other machinery and equipment					98	98			
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									
Payments for financial assets									
Total programme economic classification	3 909	4 694	3 814	5 046	4 535	4 535	4 535	4 763	4 980

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Currents payments	5 846	6 243	6 013	5 844	7 109	7 109	6 733	8 334	8 708
Compensation of employees	5 280	5 604	5 628	5 311	6 201	6 201	6 307	6 623	6 954
Salaries and wages	3 696	4 872	4 854	4 927	5 719	5 719	5 890	6 184	6 495
Social contributions	1 584	733	774	384	482	482	417	439	459
Goods and services	566	638	385	533	908	908	426	1 711	1 754
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									
Transfer and subsidies to:	126 344	134 624	135 998	135 960	144 460	144 460	143 404	150 574	158 103
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	126 344	134 624	135 998	135 960	144 460	144 460	143 404	150 574	158 103
Social security funds									
Departmental agencies (non-business entities)	126 344	134 624	135 998	135 960	144 460	144 460	143 404	150 574	158 103
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									
Social benefits									
Other transfers to households									
Payment for capital assets					40	40			
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment					40	40			
Transport equipment									
Other machinery and equipment					40	40			
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									
Payments for financial assets									
Total programme economic classification	132 190	140 867	142 011	141 804	151 609	151 609	150 137	158 908	166 811

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Currents payments	56 778	61 358	61 451	70 533	73 470	73 470	120 335	134 169	147 343
Compensation of employees	40 191	46 956	47 765	52 784	56 014	56 014	62 404	65 533	68 802
Salaries and wages	32 185	40 446	40 826	40 574	47 655	47 655	51 286	51 583	54 154
Social contributions	8 006	6 510	6 940	12 210	8 359	8 359	11 118	13 950	14 648
Goods and services	16 587	14 394	13 682	17 749	17 456	17 456	57 931	68 636	78 541
specify level 4 item									
specify level 4 item									
specify level 4 item									
specify level 4 item									
Interest and rent on land		8	4						
Interest (Incl. interest on finance leases)		8	4						
Rent on land									
Transfer and subsidies to:				132	97	97	132	150	158
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				132	97	97	132	150	158
Social benefits									
Other transfers to households				132	97	97	132	150	158
Payment for capital assets	1 087	749	179	205	825	825	205	205	215
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	1 087	749	179	205	825	825	205	205	215
Transport equipment									
Other machinery and equipment	1 087	749	179	205	825	825	205	205	215
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									
Payments for financial assets		85							
Total programme economic classification	57 865	62 192	61 630	70 870	74 392	74 392	120 672	134 524	147 716

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	2012/13			2013/14	2014/15	2015/16
Current payments	42 738	42 794	44 603	79 829	87 408	87 408	95 103	113 446	125 250
.....									
Goods and services	42 738	42 794	44 603	79 829	87 408	87 408	95 103	113 446	125 250
Administrative fees	109	226	167	419	375	375	477	444	465
Advertising	561	514	500	750	5 234	5 234	604	551	894
Assets <R5000	2 021	489	169	320	617	617	397	382	442
Audit cost: External	1 926	1 644	2 006	1 770	2 590	2 590	2 300	2 500	2 616
Bursaries (employees)									
Catering: Departmental activities	1 590	1 425	1 815	1 484	1 771	1 771	1 509	1 631	2 172
Communication	4 072	2 421	2 190	2 729	2 960	2 960	2 569	2 803	2 912
Computer services	362	519	374	557	540	540	460	461	482
Cons/prof:business & advisory services	1 378	199	2 932	3 082	2 360	2 360	3 028	3 246	3 367
Cons/prof: Infrastructure & planning	828	2 250	715	580	880	880	1 405	580	601
Cons/prof: Laboratory services		27							
Cons/prof: Legal cost	848	42	210	862	2 565	2 565	862	862	915
Contractors	2 306	3 527	293	3 965	3 431	3 431	42 750	55 738	65 013
Agency & support/outourced services	504	401	2 609	26 609	27 633	27 633	1 609	1 537	1 227
Entertainment	442								2
Fleet Services	3	9	3 399		3 624	3 624			
Housing									
Inventory: Food and food supplies	75	91	80	172	132	132	167	171	174
Inventory: Fuel, oil and gas	8								
Inventory:Learn & teacher support material	53	3	10				68	68	72
Inventory: Materials & supplies	359	106	31	70	55	55	63	101	106
Inventory: Medical supplies	2 028	1					7	7	7
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	350	275	329	637	427	427	551	551	584
Inventory: Stationery and printing	1 810	2 437	2 013	3 145	2 974	2 974	2 859	3 323	3 474
Lease payments (Incl. operating leases, excl. finance leases)	8 758	9 999	10 929	11 263	10 786	10 786	11 366	12 288	12 796
Property payments	1 672	2 524	1 890	2 561	2 613	2 613	2 336	2 561	2 682
Transport provided dept activity	316	7	237	60	180	180	60	60	63
Travel and subsistence	8 006	12 619	10 303	16 458	12 771	12 771	15 369	18 775	19 191
Training & staff development	764	543	519	766	695	695	655	655	707
Operating payments	988	112	112	226	240	240	2 287	2 507	2 624
Venues and facilities	597	288	771	844	1 742	1 742	845	925	902
Rental & hiring	2	97		500	213	213	500	719	760
.....									
Total departmental goods and services	42 738	42 794	44 603	79 829	87 408	87 408	95 103	113 446	125 250

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
Current payments	19 456	20 476	23 946	52 312	57 600	57 600	28 574	32 027	33 407
.....									
Goods and services	19 456	20 476	23 946	52 312	57 600	57 600	28 574	32 027	33 407
Administrative fees	44	67	143	271	79	79	329	296	309
Advertising	81	217	344	620	2 129	2 129	474	319	334
Assets <R5000	138	93	82	128	248	248	198	168	176
Audit cost: External	1 916	1 644	2 006	1 770	2 590	2 590	2 300	2 500	2 616
Bursaries (employees)									
Catering: Departmental activities	296	401	425	694	557	557	734	694	637
Communication	1 431	1 549	1 442	1 545	2 052	2 052	1 569	1 501	1 570
Computer services	11	151	213	257	257	257	257	257	269
Cons/prof:business & advisory services		26		5			5	5	6
Cons/prof: Infrastructre & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	229	42	192	165	1 965	1 965	165	165	173
Contractors	29	131	70	102	70	70	116	116	119
Agency & support/outourced services	20	208	83	25 048	26 467	26 467	48	48	50
Entertainment									
Fleet Services		7	3 399		3 624	3 624			
Housing									
Inventory: Food and food supplies	20	42	49	90	47	47	85	85	88
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material	43	3	10				35	35	37
Inventory: Materials & supplies		13	28	8	10	10	8	8	8
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	56	97	148	203	96	96	206	206	216
Inventory: Stationery and printing	549	710	736	999	894	894	999	1 012	1 051
Lease payments (Incl. operating leases, excl. finance leases)	8 115	9 065	10 006	10 076	9 558	9 558	10 127	10 909	11 411
Property payments	960	1 385	1 463	1 620	1 652	1 652	1 620	1 620	1 695
Transport provided dept activity									
Travel and subsistence	3 973	4 064	2 482	7 733	4 468	4 468	6 420	9 171	9 596
Training & staff development	590	409	508	611	611	611	500	500	523
Operating payments	748	92	15	102	42	42	2 093	2 113	2 210
Venues and facilities	207	60	99	265	184	184	286	299	313
Rental & hiring									
.....									
Administration	19 456	20 476	23 946	52 312	57 600	57 600	28 574	32 027	33 407

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 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payments	3 767	1 565	3 669	3 170	4 099	4 099	3 200	3 220	3 370
.....									
Goods and services	3 767	1 565	3 669	3 170	4 099	4 099	3 200	3 220	3 370
Administrative fees			2	3	3	3	3	3	3
Advertising		40	21		1 412	1 412			305
Assets <R5000					4	4			21
Audit cost: External									
Bursaries (employees)									
Catering: Departmental activities	225	290	318	150	350	350	180	200	655
Communication	622	13	21	50	50	50	50	50	72
Computer services									
Cons/prof:business & advisory services									
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors	1 914	10	2	14	14	14	14	14	
Agency & support/outourced services		192	2 047	1 200	700	700	1 200	1 200	853
Entertainment									
Fleet Services									
Housing									
Inventory: Food and food supplies	9	3	9	10	3	3	10	10	5
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material									
Inventory: Materials & supplies		1							
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	48								
Inventory: Stationery and printing	103	164	124	270	270	270	270	270	295
Lease payments (Incl. operating leases, excl. finance leases)	62	76	58	127	127	127	127	127	127
Property payments									
Transport provided dept activity									
Travel and subsistence	482	672	878	1 132	928	928	1 132	1 132	803
Training & staff development									21
Operating payments					24	24			
Venues and facilities	301	9	189	214	214	214	214	214	210
Rental & hiring		96							
.....									
Integrated Economic Development Services	3 767	1 565	3 669	3 170	4 099	4 099	3 200	3 220	3 370

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 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payments	264	3 969	148	3 434	4 019	4 019	2 196	4 937	5 163
.....									
Goods and services	264	3 969	148	3 434	4 019	4 019	2 196	4 937	5 163
Administrative fees	3								
Advertising	44	91			1 310	1 310		100	105
Assets <R5000									
Audit cost: External									
Bursaries (employees)									
Catering: Departmental activities	41	230							
Communication	7								
Computer services									
Cons/prof:business & advisory services		5							
Cons/prof: Infrastructre & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors	2	3 219	123	3 387	2 662	2 662	2 153	4 627	4 841
Agency & support/outourced services									
Entertainment									
Fleet Services									
Housing									
Inventory: Food and food supplies	1								
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material									
Inventory: Materials & supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables		67							
Inventory: Stationery and printing	34	70							
Lease payments (Incl. operating leases, excl. finance leases)		25							
Property payments	15								
Transport provided dept activity		5							
Travel and subsistence	114	181	24	47	47	47	43	160	166
Training & staff development									
Operating payments									
Venues and facilities	3	76						50	51
Rental & hiring									
.....									
Trade and Sector Development	264	3 969	148	3 434	4 019	4 019	2 196	4 937	5 163

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
Current payments	406	1 144	2 186	1 512	2 444	2 444	1 595	1 674	1 733
.....									
Goods and services	406	1 144	2 186	1 512	2 444	2 444	1 595	1 674	1 733
Administrative fees	2								
Advertising	58	22	68		6	6			11
Assets <R5000		10	5						20
Audit cost: External									
Bursaries (employees)									
Catering: Departmental activities	61	91	680	205	181	181	223	230	315
Communication	11	20	228	34	89	89	34	42	74
Computer services									
Cons/prof:business & advisory services			3						
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors	4	25	30		36	36			11
Agency & support/outourced services					5	5			21
Entertainment									2
Fleet Services									
Housing									
Inventory: Food and food supplies	3	3	3	8	11	11	8	12	13
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material									
Inventory: Materials & supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables		1	31	20	1	1	21	21	27
Inventory: Stationery and printing	63	172	236	405	376	376	419	454	464
Lease payments (Incl. operating leases, excl. finance leases)		59	71	54	70	70	56	56	57
Property payments	18								
Transport provided dept activity	8		108		52	52			
Travel and subsistence	103	703	551	676	473	473	704	721	625
Training & staff development	60								
Operating payments									
Venues and facilities	12	38	172	110	1 144	1 144	130	138	93
Rental & hiring	2								
.....									
Business Regulation and Governance	406	1 144	2 186	1 512	2 444	2 444	1 595	1 674	1 733

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 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payments	1 692	607	587	1 119	882	882	1 181	1 241	1 282
.....									
Goods and services	1 692	607	587	1 119	882	882	1 181	1 241	1 282
Administrative fees					6	6			
Advertising									
Assets <R5000			6	23	23	23	23	23	24
Audit cost: External									
Bursaries (employees)									
Catering: Departmental activities	449	32	78	85	5	5	85	90	91
Communication	18	16	7	15	15	15	120	125	128
Computer services		89	94	125	68	68	28	28	29
Cons/prof:business & advisory services				415	375	375	452	447	459
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors	20								
Agency & support/outourced services	475								
Entertainment	442								
Fleet Services									
Housing									
Inventory: Food and food supplies		2	5	10	10	10	10	10	11
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material									
Inventory: Materials & supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables									
Inventory: Stationery and printing		96	69	80	70	70	87	131	136
Lease payments (Incl. operating leases, excl. finance leases)	35	17	12	15			15	15	16
Property payments	3			30			30	30	31
Transport provided dept activity	247	2							
Travel and subsistence		354	180	192	310	310	192	194	202
Training & staff development	3		11						
Operating payments									
Venues and facilities			127	129			139	148	155
Rental & hiring									
.....									
Economic Planning	1 692	607	587	1 119	882	882	1 181	1 241	1 282

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 2012/13	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payments	566	638	385	533	908	908	426	1 711	1 754
.....									
Goods and services	566	638	385	533	908	908	426	1 711	1 754
Administrative fees	5								
Advertising	94				50	50			
Assets <R5000					10	10			
Audit cost: External									
Bursaries (employees)									
Catering: Departmental activities	89	103	63	63	130	130		130	136
Communication	14	23							
Computer services									
Cons/prof/business & advisory services									
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors	4	2	4	20	10	10	25	539	528
Agency & support/outsourced services									
Entertainment									
Fleet Services									
Housing									
Inventory: Food and food supplies	2	7							
Inventory: Fuel, oil and gas									
Inventory: Learn & teacher support material									
Inventory: Materials & supplies			1	2	2	2	2	40	42
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables									
Inventory: Stationery and printing	73	59	44	58	58	58	58	130	136
Lease payments (Incl. operating leases, excl. finance leases)		24	35	40	40	40	40	80	84
Property payments	34								
Transport provided dept activity					80	80			
Travel and subsistence	244	329	178	300	388	388	301	792	828
Training & staff development									
Operating payments		1	5		50	50			
Venues and facilities	7	90	55	50	90	90			
Rental & hiring									
.....									
Tourism	566	638	385	533	908	908	426	1 711	1 754

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	2012/13	2012/13	2013/14	2014/15	2015/16
Current payments	16 587	14 394	13 682	17 749	17 456	17 456	57 931	68 636	78 541
.....									
Goods and services	16 587	14 394	13 682	17 749	17 456	17 456	57 931	68 636	78 541
Administrative fees	55	159	23	145	287	287	145	145	153
Advertising	284	144	66	130	327	327	130	132	139
Assets <R5000	1 883	386	76	169	332	332	176	191	201
Audit cost: External	10								
Bursaries (employees)									
Catering: Departmental activities	428	278	252	287	548	548	287	287	338
Communication	1 970	800	492	1 085	754	754	796	1 085	1 068
Computer services	351	279	66	175	215	215	175	176	184
Cons/profbusiness & advisory services	1 378	168	2 928	2 662	1 985	1 985	2 571	2 794	2 902
Cons/prof: Infrastructre & planning	828	2 250	715	580	880	880	1 405	580	601
Cons/prof: Laboratory services		27							
Cons/prof: Legal cost	619		18	697	600	600	697	697	742
Contractors	333	140	64	442	639	639	40 442	50 442	59 514
Agency & support/outourced services	9	1	479	361	461	461	361	289	303
Entertainment									
Fleet Services	3	2							
Housing									
Inventory: Food and food supplies	40	34	14	54	61	61	54	54	57
Inventory: Fuel, oil and gas	8								
Inventory:Learn & teacher support material	10						33	33	35
Inventory: Materials & supplies	359	92	3	60	43	43	53	53	56
Inventory: Medical supplies	2 028	1					7	7	7
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	246	110	150	414	330	330	324	324	341
Inventory: Stationery and printing	988	1 166	804	1 333	1 306	1 306	1 026	1 326	1 392
Lease payments (Incl. operating leases, excl. finance leases)	546	733	747	951	991	991	1 001	1 101	1 101
Property payments	642	1 139	426	911	961	961	686	911	956
Transport provided dept activity	61		129	60	48	48	60	60	63
Travel and subsistence	3 090	6 316	6 009	6 378	6 157	6 157	6 577	6 605	6 971
Training & staff development	111	134		155	84	84	155	155	163
Operating payments	240	19	92	124	124	124	194	394	414
Venues and facilities	67	15	128	76	110	110	76	76	80
Rental & hiring		1		500	213	213	500	719	760
.....									
Environmental Services	16 587	14 394	13 682	17 749	17 456	17 456	57 931	68 636	78 541

Entity		North West Development Cooperation (PTY) LTD						
Summary of revenue and expenses								
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
	Audited			Estimated outcome	Medium-term estimate			
R thousand								
Revenue								
Tax revenue	78 997	82 192	90 290	98 128	105 978	114 456	123 615	
Non-tax revenue	59 137	107 950	40 606	21 924	20 184	20 242	21 861	
Sale of goods and services other than capital assets	-	-	656	-	-	-	-	
Of which:								
Admin fees			656					
Sales by market establishments								
Other sales								
Fines penalties and forfeits								
Interest, dividends and rent on land	6 229	7 216	5 332	630	680	737	796	
Other non-tax revenue	52 908	100 734	34 618	21 294	19 504	19 505	21 065	
Transfers received		13 600		11 010	56 034	52 838	55 303	
Sale of capital assets								
Total revenue	138 134	203 742	130 896	131 062	182 196	187 536	200 779	
Expenses								
Current expense	100 886	82 841	84 439	121 063	133 528	146 999	153 495	
Compensation of employees	22 267	25 153	27 970	30 034	38 853	43 863	46 034	
Use of goods and services	52 520	43 863	48 783	73 530	77 207	86 244	90 535	
Depreciation	6 740	7 080	7 686	6 579	6 908	7 292	7 686	
Unauthorised expenditure								
Interest, dividends and rent on land	19 359	6 745	-	10 920	10 560	9 600	9 240	
Interest	19 359	6 745		10 920	10 560	9 600	9 240	
Dividends								
Rent on land								
Transfers and subsidies								
Total expenses	100 886	82 841	84 439	121 063	133 528	146 999	153 495	
Surplus / (Deficit)	37 248	120 901	46 457	9 999	48 668	40 537	47 284	

Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	-	-	-	-	-	-	-
Adjustments for:							
Depreciation							
Interest							
Net (profit) / loss on disposal of fixed assets							
Other							
Operating surplus / (deficit) before changes in working capital	37 248	120 901	46 457	9 999	48 668	40 537	47 284
Changes in working capital	-	-	-	-	-	-	-
(Decrease) / increase in accounts payable							
Decrease / (increase) in accounts receivable							
(Decrease) / increase in provisions							
Cash flow from operating activities	37 248	120 901	46 457	9 999	48 668	40 537	47 284
Transfers from government	-	22 000	-	-	-	-	-
Of which:							
Capital		22 000					
Current							
Cash flow from investing activities	-	2 197	4 542	49 000	52 698	9 758	2 500
Acquisition of Assets	-	2 197	4 542	49 000	52 698	9 758	2 500
Land							
Dwellings							
Non- Residential Buildings							
Investment Property		915	2 825	49 000	51 200	8 000	
Other Structures (Infrastructure Assets)							
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment		229	278		640	810	900
Furniture and Office equipment		84	325				350
Other Machinery and equipment		-			258	300	350
Specialised military assets							
Transport Assets		969	1 114		600	648	900
Computer Software							
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles							
Other flows from Investing Activities	-	-	-	-	-	-	-
Other 1							
Other 2							
Cash flow from financing activities	-	-	-	-	-	-	-
Deferred Income							
Borrowing Activities							
Other							
Net increase / (decrease) in cash and cash equivalents	37 248	123 098	50 999	58 999	101 366	50 295	49 784

2013/14 Estimates of Provincial Revenue and Expenditure

Balance Sheet Data							
Carrying Value of Assets	696 898	757 173	777 386	701 337	751 232	778 417	755 230
Land	-						
Dwellings							
Non- Residential Buildings	3 423	5 500	6 960	6 960	6 960	6 960	8 000
Investment Property	570 632	629 429	653 497	559 042	596 612	650 612	650 612
Other Structures (Infrastructure Assets)	119 950	118 230	112 094	135 335	146 162	114 900	88 473
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment	436	659	765		640	707	1 607
Furniture and Office equipment	595	642	826		258	369	719
Other Machinery and equipment	-				600	690	740
Specialised military assets							
Transport Assets	1 597	2 479	3 042			3 923	4 823
Computer Software	265	234	202			256	256
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles							
Investments	21 940	16 089	27 208	34 152	20 990	16 554	15 754
Floating	481	531					
Current	10 128	5 631	18 588	9 877	8 709	6 600	7 000
1<5 Years	-						
5<10 Years	11 331	9 927	8 620	24 275	12 281	9 954	8 754
>10 Years							
Cash and Cash Equivalents	68 109	115 671	137 190	39 882	24 275	12 284	9 954
Bank	68 058	115 620	137 138	39 830	24 224	12 230	9 900
Cash on Hand	51	51	52	52	51	54	54
Other							
Receivables and Prepayments	-	-	-	-	-	-	-
Trade Receivables							
Other Receivables							
Prepaid Expenses							
Accrued Income							
Inventory	-	-	-	-	-	-	-
Trade							
Other							
Total Assets	786 947	888 933	941 784	775 371	796 497	807 255	780 938
Capital and Reserves	525 904	435 029	704 112	713 073	697 784	636 954	596 504
Share Capital and Premium	261 422	195 896	267 503	303 854	303 854	303 854	303 854
Accumulated Reserves	227 234	118 232	390 152	399 220	345 262	292 563	245 366
Surplus / (Deficit)	37 248	120 901	46 457	9 999	48 668	40 537	47 284
Other							
Borrowings	282 628	240 689	233 321	123 556	109 556	100 428	99 360
Floating							
Current							
1<5 Years	282 628	240 689	233 321	123 556	109 556	100 428	99 360
5<10 Years							
>10 Years							
Post Retirement Benefits	-	-	-	-	-	-	-
Present value of Funded obligations							
Unrecognised transitional liabilities							
Other							
Trade and Other Payables	15 663	42 770	50 187	52 830	30 312	28 132	33 850
Trade Payables	13 628	1 732	1 219	9 618	6 614	1 132	850
Accrued Interest	2 035	1 342					
Other		39 696	48 968	43 212	23 698	27 000	33 000
Deferred Income	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-
Leave pay provision							
Other 1							
Other 2							
Other 3							
Other 4							
Funds Managed (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-	-
Poverty Alleviation Fund							
Regional Development Fund							
Third Party Funds							
Other 4							
Contingent Liabilities	-	-	-	-	-	-	-
Other 1							
Other 2							
Other 3							
Other 4							

Details of personnel numbers, compensation of employees and unit cost

A. Permanent and full-time-contract employees	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Personnel cost (R thousand)	22 237	25 123	27 940	29 982	38 801	43 811	45 982
Personnel numbers (head count)	151	153	154	158	171	175	177
Unit cost	147	164	181	190	227	251	271
B. Part-time and temporary contract employees							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							
C. Interns							
Personnel cost (R thousand)	30	30	30	52	52	52	52
Personnel numbers (head count)	12	12	12	12	12	12	12
Unit cost	3	3	3	4	4	4	4
Total for entity							
Personnel cost (R thousand)	22 267	25 153	27 970	30 034	38 853	43 863	46 034
Personnel numbers (head count)	163	165	166	170	183	187	189
Unit cost	137	153	168	177	213	235	254
D. Learnerships							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							

Details of personnel numbers according to salary level

Salary Level	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Board Members	10	10	10	10	10	10	10
Executive Management	2	2	2	2	2	2	2
Senior Management	5	5	5	5	5	5	6
Middle Management	43	47	48	52	64	64	64
Professionals	-						
Semi-skilled	47	47	47	47	48	51	51
Very low skilled	56	54	54	54	54	55	56
Total	163	165	166	170	183	187	189

North West Parks and Tourism Board							
Summary of revenue and expenses							
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue							
Non-tax revenue	66 026	52 681	120 603	71 089	76 456	80 821	86 409
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees							
Sales by market establishments							
Other sales							
Fines penalties and forfeits							
Interest, dividends and rent on land	3 094	2 676	3 207	2 775	2 800	2 940	3 087
Other non-tax revenue	62 932	50 005	117 396	68 314	73 656	77 881	83 322
Transfers received	119 977	126 624	126 328	137 260	143 404	150 574	158 103
Sale of capital assets							
Total revenue	186 003	179 305	246 931	208 349	219 860	231 395	244 512
Expenses							
Current expense	209 786	215 303	236 121	208 849	219 860	231 395	241 003
Compensation of employees	97 162	109 750	117 765	127 750	134 746	142 102	149 818
Use of goods and services	77 341	74 876	87 589	80 599	84 447	88 593	90 450
Depreciation	34 412	29 873	30 118				
Unauthorised expenditure							
Interest, dividends and rent on land	871	804	649	500	667	700	735
Interest	871	804	649	500	667	700	735
Dividends							
Rent on land							
Transfers and subsidies							
Total expenses	209 786	215 303	236 121	208 849	219 860	231 395	241 003
Surplus / (Deficit)	(23 783)	(35 998)	10 810	(500)	-	-	3 509

Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	33 106	29 147	29 609	2 775	2 800	2 940	3 087
Adjustments for:							
Depreciation	34 412	29 873	30 118				
Interest	(880)	(804)	(649)	2 775	2 800	2 940	3 087
Net (profit) / loss on disposal of fixed assets	(426)	78	140				
Other							
Operating surplus / (deficit) before changes in working capital	9 323	(6 851)	40 419	2 275	2 800	2 940	6 596
Changes in working capital	15 663	3 327	(518)	-	-	-	-
(Decrease) / increase in accounts payable	7 718	(4 568)	353				
Decrease / (increase) in accounts receivable	7 707	7 902	(962)				
(Decrease) / increase in provisions	238	(7)	91				
Cash flow from operating activities	24 986	(3 524)	39 901	2 275	2 800	2 940	6 596
Transfers from government	119 977	126 624	126 328	137 260	143 404	150 574	158 103
Of which:							
Capital							
Current	119 977	126 624	126 328	137 260	143 404	150 574	158 103
Cash flow from investing activities	(989)	(2 208)	(6 113)	(2 715)	(3 849)	(1 307)	(1 307)
Acquisition of Assets	(2 185)	(2 232)	(6 113)	(3 504)	(3 849)	(1 307)	(1 307)
Land							
Dwellings							
Non- Residential Buildings			(71)				
Investment Property							
Other Structures (Infrastructure Assets)	(433)		(2 657)				
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment	(366)	(464)	(543)	(577)	(307)	(307)	(307)
Furniture and Office equipment	(674)	(610)	(937)	(852)	(1 114)	(500)	(500)
Other Machinery and equipment	(398)	(916)	(1 418)	(775)	(847)		
Specialised military assets							
Transport Assets	(314)	(242)	(487)	(1 300)	(1 581)	(500)	(500)
Computer Software							
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles							
Other flows from Investing Activities	1 196	24	-	789	-	-	-
Other 1	1 196	24		789			
Other 2							
Cash flow from financing activities	(6 649)	(1 784)	80	-	-	-	-
Deferred Income							
Borrowing Activities							
Other	(6 649)	(1 784)	80				
Net increase / (decrease) in cash and cash equivalents	17 348	(7 516)	33 868	(440)	(1 049)	1 633	5 289

2013/14 Estimates of Provincial Revenue and Expenditure

Balance Sheet Data							
Carrying Value of Assets	559 442	595 738	721 907	539 606	374 900	374 900	374 900
Land	8 900	8 900	8 900	8 900	8 900	8 900	8 900
Dwellings							
Non- Residential Buildings	38 954	38 123	37 363	40 000	40 000	40 000	40 000
Investment Property	5 837	5 705	5 577	5 706			
Other Structures (Infrastructure Assets)	202 263	179 323	158 960	159 000			
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets	289 211	346 619	494 888	310 000	310 000	310 000	310 000
Computer equipment	861	1 411	1 454	1 000	1 000	1 000	1 000
Furniture and Office equipment	7 203	9 949	10 512	9 000	9 000	9 000	9 000
Other Machinery and equipment							
Specialised military assets							
Transport Assets	6 213	5 708	4 253	6 000	6 000	6 000	6 000
Computer Software							
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles							
Investments	23 673	24 152	24 503	26 000	27 000	27 000	27 000
Floating							
Current							
1<5 Years							
5<10 Years							
>10 Years	23 673	24 152	24 503	26 000	27 000	27 000	27 000
Cash and Cash Equivalents	43 957	43 469	85 724	81 000	82 000	82 000	82 000
Bank	43 929	43 437	85 689	52 000	53 000	53 000	53 000
Cash on Hand	28	32	35	29 000	29 000	29 000	29 000
Other							
Receivables and Prepayments	21 756	13 883	17 552	17 780	18 780	18 780	18 780
Trade Receivables	18 976	11 103	14 772	15 000	16 000	16 000	16 000
Other Receivables	2 780	2 780	2 780	2 780	2 780	2 780	2 780
Prepaid Expenses							
Accrued Income							
Inventory	10 946	23 954	24 109	12 000	12 000	12 000	12 000
Trade	10 946	23 954	24 109	12 000	12 000	12 000	12 000
Other							
Total Assets	659 774	701 196	873 795	676 386	514 680	514 680	514 680
Capital and Reserves	260 508	224 510	333 009	224 535	225 035	225 035	228 544
Share Capital and Premium							
Accumulated Reserves	284 291	260 508	322 199	225 035	225 035	225 035	225 035
Surplus / (Deficit)	(23 783)	(35 998)	10 810	(500)	-	-	3 509
Other							
Borrowings	6 167	4 918	1 590	1 500	1 500	1 500	1 500
Floating							
Current	1 248	3 485	1 590	1 500	1 500	1 500	1 500
1<5 Years							
5<10 Years							
>10 Years	4 919	1 433					
Post Retirement Benefits	-	-	-	-	-	-	-
Present value of Funded obligations							
Unrecognised transitional liabilities							
Other							
Trade and Other Payables	32 418	28 210	27 442	-	-	-	-
Trade Payables	19 205	13 602	11 191				
Accrued Interest							
Other	13 213	14 608	16 251				
Deferred Income							
Provisions	320	313	404	600	600	600	600
Leave pay provision							
Other 1							
Other 2							
Other 3	70	63	154	350	350	350	350
Other 4	250	250	250	250	250	250	250
Funds Managed (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-	-
Poverty Alleviation Fund							
Regional Development Fund							
Third Party Funds							
Other 4							
Contingent Liabilities	2 438	1 950	1 950	1 950	1 950	1 950	-
Other 1 - K-Gee Entertainment CC	438						
Other 2 - Kgweleto Events Management CC							
Other 3 - J. Du Toit (Bloemhof)	1 950	1 950	1 950	1 950	1 950	1 950	
Other 4 - Agnes Pilane	50						

Details of personnel numbers, compensation of employees and unit cost

A. Permanent and full-time-contract employees	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Personnel cost (R thousand)	95 692	109 010	116 531	127 432	134 220	141 548	149 234
Personnel numbers (head count)	551	571	564	552	552	552	552
Unit cost	174	191	207	231	243	256	270
B. Part-time and temporary contract employees							
Personnel cost (R thousand)	1 470	740	1 234	318	526	554	584
Personnel numbers (head count)	73	25	27	80	80	80	80
Unit cost	20	30	46	4	7	7	7
C. Interns							
Personnel cost (R thousand)			56				
Personnel numbers (head count)			4				
Unit cost			14				
Total for entity							
Personnel cost (R thousand)	97 162	109 750	117 765	127 750	134 746	142 102	149 818
Personnel numbers (head count)	624	596	595	632	632	632	632
Unit cost	156	184	198	202	213	225	237
D. Learnerships							
Personnel cost (R thousand)			50				
Personnel numbers (head count)			11				
Unit cost			5				

Details of personnel numbers according to salary level

Salary Level	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Board Members	19	19	13	13	13	13	13
Executive Management	6	6	7	7	7	7	7
Senior Management	9	9	9	14	14	14	14
Middle Management	51	46	79	85	85	85	85
Professionals	199	199	199	207	207	207	207
Semi-skilled	185	145	137	145	145	145	145
Very low skilled	155	172	151	161	161	161	161
Total	624	596	595	632	632	632	632

2013/14 Estimates of Provincial Revenue and Expenditure

Entity North West Gambling Board							
Summary of revenue and expenses							
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue	65 548						
Non-tax revenue	4 161	307	931	305	321	338	355
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees							
Sales by market establishments							
Other sales							
Fines penalties and forfeits	3 642						
Interest, dividends and rent on land	196	49	79	25	27	29	31
Other non-tax revenue	323	258	852	280	294	309	324
Transfers received	12 314	20 277	28 505	29 938	31 559	33 137	34 661
Sale of capital assets							
Total revenue	82 023	20 584	29 436	30 243	31 880	33 475	35 016
Expenses							
Current expense	17 542	20 794	24 314	30 036	31 663	33 244	34 493
Compensation of employees	9 984	11 383	13 163	17 687	18 572	19 500	20 007
Use of goods and services	6 073	7 907	9 315	9 882	10 500	10 940	11 597
Depreciation	403	306	454	477	501	526	552
Unauthorised expenditure							
Interest, dividends and rent on land	1 082	1 198	1 382	1 990	2 090	2 278	2 337
Interest	15						
Dividends							
Rent on land	1 067	1 198	1 382	1 990	2 090	2 278	2 337
Transfers and subsidies	69 190						
Total expenses	86 732	20 794	24 314	30 036	31 663	33 244	34 493
Surplus / (Deficit)	(4 709)	(210)	5 122	207	217	231	523

Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	222	325	347	452	474	497	521
Adjustments for:							
Depreciation	403	306	454	477	501	526	552
Interest	(196)	(49)	(79)	(25)	(27)	(29)	(31)
Net (profit) / loss on disposal of fixed assets	15	45	36				
Other		23	(64)				
Operating surplus / (deficit) before changes in working capi	(4 487)	115	5 469	659	691	728	1 044
Changes in working capital	1 533	(652)	(761)	-	-	-	-
(Decrease) / increase in accounts payable	(1 236)	2 199	(700)				
Decrease / (increase) in accounts receivable	2 757	(2 915)	(152)				
(Decrease) / increase in provisions	12	64	91				
Cash flow from operating activities	(2 954)	(537)	4 708	659	691	728	1 044
Transfers from government	12 314	20 277	28 504	29 938	31 559	33 137	34 661
Of which:							
Capital							
Current	12 314	20 277	28 504	29 938	31 559	33 137	34 661
Cash flow from investing activities	761	639	685	685	719	756	798
Acquisition of Assets	761	639	685	685	719	756	798
Land							
Dwellings							
Non- Residential Buildings							
Investment Property							
Other Structures (Infrastructure Assets)							
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment	179	114	285	302	320	339	348
Furniture and Office equipment	556	28	335	300	311	323	331
Other Machinery and equipment							
Specialised military assets							
Transport Assets							
Computer Software	26	497	65	83	88	93	119
Masheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles							
Other flows from Investing Activities	-	-	-	-	-	-	-
Other 1							
Other 2							
Cash flow from financing activities	-	-	-	-	-	-	-
Deferred Income							
Borrowing Activities							
Other							
Net increase / (decrease) in cash and cash equivalents	(2 193)	102	5 393	1 344	1 410	1 484	1 842

2013/14 Estimates of Provincial Revenue and Expenditure

Balance Sheet Data							
Carrying Value of Assets	1 631	2 069	2 265	-	-	-	-
Land							
Dwellings							
Non- Residential Buildings							
Investment Property							
Other Structures (Infrastructure Assets)							
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment	386	428	579				
Furniture and Office equipment	1 011	912	1 058				
Other Machinery and equipment							
Specialised military assets							
Transport Assets	80	101	81				
Computer Software	154	628	547				
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles							
Investments	-	-	-	-	-	-	-
Floating							
Current							
1<5 Years							
5<10 Years							
>10 Years							
Cash and Cash Equivalents	5 435	4 321	8 420	-	-	-	-
Bank	5 435	4 321	8 420				
Cash on Hand							
Other							
Receivables and Prepayments	3 444	6 359	6 512	-	-	-	-
Trade Receivables	3 352	6 267	6 447				
Other Receivables	37	37	1				
Prepaid Expenses	55	55	64				
Accrued Income							
Inventory	-	-	-	-	-	-	-
Trade							
Other	-	33	97				
Total Assets	10 510	12 749	17 197	-	-	-	-
Capital and Reserves	(4 709)	(210)	5 122	207	217	231	523
Share Capital and Premium							
Accumulated Reserves							
Surplus / (Deficit)	(4 709)	(210)	5 122	207	217	231	523
Other							
Borrowings	-	-	-	-	-	-	-
Floating							
Current							
1<5 Years							
5<10 Years							
>10 Years							
Post Retirement Benefits	1 499	1 646	1 801	-	-	-	-
Present value of Funded obligations	1 499	1 646	1 801				
Unrecognised transitional liabilities							
Other							
Trade and Other Payables	7 504	9 929	9 228	-	-	-	-
Trade Payables	5 868	8 258	7 311				
Accrued Interest		-	-				
Other	1 636	1 671	1 917				
Deferred Income	-	-	-	-	-	-	-
Provisions	432	496	588	-	-	-	-
Leave pay provision	432	496	588				
Other 1							
Other 2							
Other 3							
Other 4							
Funds Managed (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-	-
Poverty Alleviation Fund							
Regional Development Fund							
Third Party Funds							
Other 4							
Contingent Liabilities	-	-	-	-	-	-	-
Other 1							
Other 2							
Other 3							
Other 4							

Details of personnel numbers, compensation of employees and unit cost

A. Permanent and full-time-contract employees	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Personnel cost (R thousand)	9 984	11 383	13 163	17 687	18 572	19 500	20 007
Personnel numbers (head count)	32	32	38	56	52	64	64
Unit cost	312	356	346	316	357	305	323
B. Part-time and temporary contract employees							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							
C. Interns							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							
Total for entity							
Personnel cost (R thousand)	9 984	11 383	13 163	17 687	18 572	19 500	20 007
Personnel numbers (head count)	32	32	38	56	52	64	64
Unit cost	312	356	346	316	357	305	323
D. Learnerships							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							

Details of personnel numbers according to salary level

Salary Level	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Board Members	7	7	7	9	9	9	9
Executive Management	3	3	3	3	3	3	3
Senior Management	1	1	4	4	4	4	4
Middle Management	7	7	7	9	9	10	10
Professionals	5	5	8	18	15	21	21
Semi-skilled	7	7	7	10	9	13	13
Very low skilled	2	2	2	3	3	4	4
Total	32	32	38	56	52	64	64

Entity	Invest North West						
Summary of revenue and expenses							
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue							
Non-tax revenue	717	230	264	337	362	388	412
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees							
Sales by market establishments							
Other sales							
Fines penalties and forfeits							
Interest, dividends and rent on land	664	209	180	225	238	252	268
Other non-tax revenue	53	21	84	112	124	136	144
Transfers received	15 487	16 416	17 402	23 024	21 969	23 067	24 128
Sale of capital assets	-	-	-	-	-	-	-
Total revenue	16 204	16 646	17 666	23 361	22 331	23 455	24 540
Expenses							
Current expense	15 537	15 280	17 997	19 627	21 186	22 357	23 132
Compensation of employees	8 672	7 932	9 045	8 429	9 647	10 177	10 266
Use of goods and services	7 414	6 569	8 659	11 013	11 102	11 731	12 435
Depreciation	521	356	251	159	400	420	400
Unauthorised expenditure	-	-	-	-	-	-	-
Interest, dividends and rent on land	(1 071)	423	42	26	37	29	31
Interest	43	23	42	26	37	29	31
Dividends	-	-	-	-	-	-	-
Rent on land	(1 114)	400	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	15 537	15 280	17 997	19 627	21 186	22 357	23 132
Surplus / (Deficit)	668	1 366	(331)	3 734	1 145	1 098	1 408

Cash flow summary							
Adjust surplus / (deficit) for accrual transactions	1 635	(39)	343	381	400	420	445
Adjustments for:							
Depreciation	521	356	251	381	400	420	445
Interest	-	-	-	-	-	-	-
Net (profit) / loss on disposal of fixed assets	-	-	46	-	-	-	-
Other	1 114	(395)	46	-	-	-	-
Operating surplus / (deficit) before changes in working capital	2 303	1 327	12	4 115	1 545	1 519	1 854
Changes in working capital	527	(122)	1 078	-	-	-	-
(Decrease) / increase in accounts payable	399	(33)	998	-	-	-	-
Decrease / (increase) in accounts receivable	128	(90)	80	-	-	-	-
(Decrease) / increase in provisions	-	-	-	-	-	-	-
Cash flow from operating activities	2 830	1 205	1 090	4 115	1 545	1 519	1 854
Transfers from government	15 487	16 416	17 402	22 484	21 969	23 067	24 128
Of which:							
Capital	-	-	-	-	-	-	-
Current	15 487	16 416	17 402	22 484	21 969	23 067	24 128
Cash flow from investing activities	(558)	(136)	(181)	(210)	(210)	(210)	(210)
Acquisition of Assets	(558)	(136)	(181)	(210)	(210)	(210)	(210)
Land							
Dwellings							
Non- Residential Buildings							
Investment Property							
Other Structures (Infrastructure Assets)							
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment	(51)	(26)	(122)	(130)	(50)	(50)	(110)
Furniture and Office equipment	(372)	(72)	(30)	(40)	(120)	(120)	(60)
Other Machinery and equipment							
Specialised military assets							
Transport Assets							
Computer Software							
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles	(135)	(38)	(30)	(40)	(40)	(40)	(40)
Other flows from Investing Activities	-	-	-	-	-	-	-
Other 1							
Other 2							
Cash flow from financing activities	249	(66)	(63)	-	-	-	-
Deferred Income							
Borrowing Activities	249	(66)	(63)	-	-	-	-
Other							
Net increase / (decrease) in cash and cash equivalents	2 521	1 003	846	3 905	1 335	1 309	1 644

2013/14 Estimates of Provincial Revenue and Expenditure

Balance Sheet Data							
Carrying Value of Assets	2 693	2 863	2 739	2 488	2 352	2 147	1 907
Land							
Dwellings							
Non- Residential Buildings							
Investment Property	1 200	1 600	1 600	1 600	1 600	1 600	1 600
Other Structures (Infrastructure Assets)							
Mineral and Similar Non - Regenerative Resources							
Capital Work in Progress							
Heritage Assets							
Biological Assets							
Computer equipment	261	180	224	258	208	153	163
Furniture and Office equipment	622	513	367	217	137	47	(93)
Other Machinery and equipment							
Specialised military assets							
Transport Assets							
Computer Software							
Mastheads and Publishing titles							
Patents, Licences, Copyrights, Brand names and Trademarks							
Recipes, Formulae, Prototypes, Designs and Models							
Service and Operating Rights							
Other Intangibles	610	571	548	413	407	347	237
Investments	-	-	-	-	-	-	-
Floating							
Current							
1<5 Years							
5<10 Years							
>10 Years							
Cash and Cash Equivalents	2 889	4 747	5 599	6 350	6 008	5 711	5 233
Bank	2 887	4 687	5 532	6 350	6 008	5 711	5 233
Cash on Hand	2	2	2	-	-	-	-
Other	-	58	65	-	-	-	-
Receivables and Prepayments	-	-	-	-	-	-	-
Trade Receivables							
Other Receivables							
Prepaid Expenses							
Accrued Income							
Inventory	-	-	-	-	-	-	-
Trade							
Other							
Total Assets	5 582	7 610	8 337	8 838	8 360	7 858	7 140
Capital and Reserves	6 479	5 617	6 086	9 937	7 685	7 081	6 804
Share Capital and Premium							
Accumulated Reserves	5 811	4 251	6 417	6 203	6 540	5 983	5 396
Surplus / (Deficit)	668	1 366	(331)	3 734	1 145	1 098	1 408
Other							
Borrowings	366	229	166	106	53	-	-
Floating	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-
1<5 Years	94	63	71	44	19	-	-
5<10 Years	272	166	95	62	34	-	-
>10 Years	-	-	-	-	-	-	-
Post Retirement Benefits	-	-	-	-	-	-	-
Present value of Funded obligations							
Unrecognised transitional liabilities							
Other							
Trade and Other Payables	582	1 070	1 675	1 776	1 883	1 995	2 115
Trade Payables		528	789	836	887	940	996
Accrued Interest	-	-	-	-	-	-	-
Other	582	541	886	940	996	1 056	1 119
Deferred Income	-	-	-	-	-	-	-
Provisions	520	-	392	416	440	467	495
Leave pay provision	520						
Other 1			392	416	440	467	495
Other 2							
Other 3							
Other 4							
Funds Managed (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-	-
Poverty Alleviation Fund							
Regional Development Fund							
Third Party Funds							
Other 4							
Contingent Liabilities	-	-	-	-	-	-	-
Other 1							
Other 2							
Other 3							
Other 4							

Details of personnel numbers, compensation of employees and unit cost

A. Permanent and full-time-contract employees	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Personnel cost (R thousand)	8 604	7 793	8 902	8 243	9 488	10 008	10 087
Personnel numbers (head count)	19	19	18	22	24	24	24
Unit cost	453	410	479	369	380	400	423
B. Part-time and temporary contract employees							
Personnel cost (R thousand)				36			
Personnel numbers (head count)				1			
Unit cost				36			
C. Interns							
Personnel cost (R thousand)	68	139	143	150	159	169	179
Personnel numbers (head count)	3	4	5	4	4	4	4
Unit cost	23	35	29	38	40	42	45
Total for entity							
Personnel cost (R thousand)	8 672	7 932	9 045	8 429	9 647	10 177	10 266
Personnel numbers (head count)	22	23	23	27	28	28	28
Unit cost	394	345	381	308	332	349	369
D. Learnerships							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							

Details of personnel numbers according to salary level

Salary Level	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Board Members	6	7	6	6	6	6	6
Executive Management	3	2	2	2	3	3	3
Senior Management	3	3	4	4	4	4	4
Middle Management	4	4	4	4	4	4	4
Professionals	-	-	-	-	-	-	-
Semi-skilled	5	6	6	10	10	10	10
Very low skilled	1	1	1	1	1	1	1
Total	22	23	23	27	28	28	28

Entity	Mafikeng Industrial Development Zone						
Summary of revenue and expenses							
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Audited			Estimated outcome	Medium-term estimate		
R thousand							
Revenue							
Tax revenue							
Non-tax revenue	230	264	337	362	-	-	-
Sale of goods and services other than capital assets	-	-	-	-	-	-	-
Of which:							
Admin fees	-	-	-	-	-	-	-
Sales by market establishments	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Fines penalties and forfeits	-	-	-	-	-	-	-
Interest, dividends and rent on land	209	180	225	238			
Other non-tax revenue	21	84	112	123			
Transfers received	16 416	17 402	10 078	11 086			
Sale of capital assets							
Total revenue	16 646	17 666	10 415	11 448	-	-	-
Expenses							
Current expense	16 646	17 666	10 415	11 448	-	-	-
Compensation of employees	6 171	4 646	4 928	5 412			
Use of goods and services	10 372	12 910	5 401	5 941			
Depreciation	103	110	86	95			
Unauthorised expenditure	-	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Interest							
Dividends							
Rent on land							
Transfers and subsidies							
Total expenses	16 646	17 666	10 415	11 448	-	-	-
Surplus / (Deficit)	-	-	(0)	(0)	-	-	-

Cash flow summary						
Adjust surplus / (deficit) for accrual transactions	-	-	-	-	-	-
Adjustments for:						
Depreciation						
Interest						
Net (profit) / loss on disposal of fixed assets						
Other						
Operating surplus / (deficit) before changes in working capital	-	-	(0)	(0)	-	-
Changes in working capital	-	-	-	-	-	-
(Decrease) / increase in accounts payable						
Decrease / (increase) in accounts receivable						
(Decrease) / increase in provisions						
Cash flow from operating activities	-	-	(0)	(0)	-	-
Transfers from government	12 482	28 269	10 578	10 693	-	-
Of which:						
Capital						
Current	12 482	28 269	10 578	10 693	-	-
Cash flow from investing activities	487	125 881	430	474	-	-
Acquisition of Assets	487	125 881	430	474	-	-
Land						
Dwellings						
Non- Residential Buildings						
Investment Property						
Other Structures (Infrastructure Assets)						
Mineral and Similar Non - Regenerative Resources		125 490				
Capital Work in Progress						
Heritage Assets						
Biological Assets						
Computer equipment	202	128	140	155		-
Furniture and Office equipment	90	136	150	165		-
Other Machinery and equipment	195	127	140	154		-
Specialised military assets	-	-	-	-		-
Transport Assets	-	-	-	-	-	-
Computer Software	-	-	-	-	-	-
Mastheads and Publishing titles	-	-	-	-	-	-
Patents, Licences, Copyrights, Brand names and Trademarks	-	-	-	-	-	-
Recipes, Formulae, Prototypes, Designs and Models	-	-	-	-	-	-
Service and Operating Rights	-	-	-	-	-	-
Other Intangibles	-	-	-	-	-	-
Other flows from Investing Activities	-	-	-	-	-	-
Other 1						
Other 2						
Cash flow from financing activities	-	-	-	-	-	-
Deferred Income						
Borrowing Activities						
Other						
Net increase / (decrease) in cash and cash equivalents	487	125 881	430	474	-	-

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Balance Sheet Data						
Carrying Value of Assets	-	-	-	-	-	-
Land						
Dwellings						
Non- Residential Buildings						
Investment Property						
Other Structures (Infrastructure Assets)						
Mineral and Similar Non - Regenerative Resources						
Capital Work in Progress						
Heritage Assets						
Biological Assets						
Computer equipment						
Furniture and Office equipment						
Other Machinery and equipment						
Specialised military assets						
Transport Assets						
Computer Software						
Mastheads and Publishing titles						
Patents, Licences, Copyrights, Brand names and Trademarks						
Recipes, Formulae, Prototypes, Designs and Models						
Service and Operating Rights						
Other Intangibles						
Investments	-	-	-	-	-	-
Floating						
Current						
1<5 Years						
5<10 Years						
>10 Years						
Cash and Cash Equivalents	-	-	350	385	-	-
Bank	-	-	350	385		-
Cash on Hand						
Other						
Receivables and Prepayments	-	-	-	-	-	-
Trade Receivables						
Other Receivables						
Prepaid Expenses						
Accrued Income						
Inventory	-	-	-	-	-	-
Trade						
Other						
Total Assets	-	-	350	385	-	-
Capital and Reserves	5 143	(21 477)	(34 140)	(24 255)	-	-
Share Capital and Premium						
Accumulated Reserves	5 143	(21 477)	(34 140)	(24 254)		-
Surplus / (Deficit)	-	-	(0)	(0)	-	-
Other						
Borrowings	-	-	-	-	-	-
Floating						
Current						
1<5 Years						
5<10 Years						
>10 Years						
Post Retirement Benefits	-	-	-	-	-	-
Present value of Funded obligations						
Unrecognised transitional liabilities						
Other						
Trade and Other Payables	-	-	-	-	-	-
Trade Payables						
Accrued Interest						
Other						
Deferred Income						
Provisions	-	-	-	-	-	-
Leave pay provision						
Other 1						
Other 2						
Other 3						
Other 4						
Funds Managed (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-
Poverty Alleviation Fund						
Regional Development Fund						
Third Party Funds						
Other 4						
Contingent Liabilities	-	-	-	-	-	-
Other 1						
Other 2						
Other 3						
Other 4						

Details of personnel numbers, compensation of employees and unit cost

A. Permanent and full-time-contract employees	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Personnel cost (R thousand)	6 171	4 646	4 928	5 412			
Personnel numbers (head count)	9	11	11	11			
Unit cost	495	561	422	425			
B. Part-time and temporary contract employees							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							
C. Interns							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							
Total for entity							
Personnel cost (R thousand)	6 171	4 646	4 928	5 412	-	-	-
Personnel numbers (head count)	9	11	11	11	-	-	-
Unit cost	495	561	422	425			
D. Learnerships							
Personnel cost (R thousand)							
Personnel numbers (head count)							
Unit cost							

Details of personnel numbers according to salary level

Salary Level	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Board Members	-	-	-	-	-	-	-
Executive Management	1	1	1	-			-
Senior Management	2	3	3	3			-
Middle Management	4	4	4	4			-
Professionals	-	-	-	1			-
Semi-skilled	1	1	1	1			-
Very low skilled	1	2	2	2			-
Total	9	11	11	11	-	-	-

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

Table B.3(a): Payments of infrastructure by category														
No.	Project Name	Municipality Name	Type of Infrastructure		Project Duration		Source of funding	Budget Programme Name	Targeted number of jobs for 2013/14	Total project cost	Expenditure to date from previous years	Total Available	MTEF Forward Estimates	
			School - primary, secondary, specialised, admin block, water, sanitation, fencing, etc.	Units (i.e. Number of c/rooms or facilities or square meters)	Date: Start	Date: Finish							2013/14 R'000	MTEF 2014/15 R'000
1. New and replacement assets														
1	Molopo Nature Reserve	Kagisano-Molopo	Fencing	95km	01/04/14	31/03/15	NWPG-deduct	Parks Infrastructure	350	20 000			11 654	8 346
2	Bloemhof Dam	Maquassihills	Fencing	85 km	01/04/15	31/03/16	NWPG-deduct	Parks Infrastructure	300	3 879				3 879
Total New and replacement assets									650	23 879			11 654	12 225
Total Rehabilitation, renovations and refurbishment														
4. Maintenance and repairs														
3	Mogwase Industrial Park	Moses Kotane	Factories	691m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	60	1 000		1 000		
4	Tlhabane Small Industries	Rustenburg	Workshops	2700m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	80	2 500		2 500		
5	Rustenburg Offices	Rustenburg	Offices	2000m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	60	1 000		1 000		
6	Garankuwa Industrial Park	Madibeng	Factories	1961m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	35	800		800		
7	Moretele Industrial Park	Moretele	Factories	7780m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	35	800		800		
8	Montshiwa Small Industries	Mahikeng	Factories	8636m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	60	1 500		1 500		
9	Lehurutshe Small industries	Ramotshere Moiloa	Workshops	3182m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	30	500		500		
10	NWDC Building	Mahikeng	Offices	9531m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	100	2 500		2 500		
11	Taung Small industries	Taung	Workshops	2500m squared	01/04/13	31/03/14	NWPG-deduct	Light Indus Parks	20	457		457		
Total Maintenance and repair									480	11 057		11 057		
Total Department Infrastructure														
									1 130	34 936		11 057	11 654	12 225