

VOTE 13

GAUTENG SHARED SERVICE CENTRE

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| To be appropriated by Vote | R1 153 627,000 |
| Responsible MEC | MEC for the Gauteng Shared Service Centre |
| Administering department | Gauteng Shared Service Centre |
| Accounting officer | Chief Executive Officer |

1. OVERVIEW

Vision

To be a provider of world-class support services in the public sector.

Mission

To improve the quality of service in the public sector by providing efficient support services. This will be achieved by:

- *Being customer focused.*
- *Continuous improvement through leading-edge technologies and processes.*
- *Investing in human capital.*
- *Implementing quality service standards and performance measures.*
- *Consolidating functional expertise into centres of excellence.*

Overview of the main services to be delivered by the department

The Gauteng Shared Service Centre (GSSC) brings together the support functions that were duplicated across the twelve departments of the Gauteng Provincial Government. By operating these functions along best practice business principles and benchmarking them against national and international performance standards, the GSSC has begun to free up the GPG departments to focus on performing their core value-adding services, whilst the GSSC focuses on delivering business support services to them, effectively and efficiently. The department provides the following services to other departments:

- Internal audit services
- Human resource services
- Procurement services
- Finance services
- Technology support services
- Corporate Services provides back office support functions within the GSSC itself.

Strategic goals

In the department's quest to achieve its vision and mission, we embrace and are driven by the following strategic goals:

- To provide superior customer services which meet our customers' needs.
- To achieve operational excellence through the synchronisation of innovative business processes, people competencies and leading technologies to produce high quality services on time.
- To focus on continuous improvement and deliver quality service.
- To be a professional organisation, which trains people, measures their performance and rewards their achievement.

Legislative mandate

- Broad-Based Black Economic Empowerment Act, 2003;
- Preferential Procurement Policy Framework Act, 2000;
- Public Finance Management Act, 1999;

- Employment Equity Act, 1998;
- Basic Conditions of Employment Act, 1997;
- Public Service Laws Amendment Act; 1997;
- The Constitution of the Republic of South Africa, 1996;
- The National Archives Act, 1996;
- Labour Relations Act, 1995;
- Occupational Health and Safety Act, 1995;
- Occupational Health and Safety Act, 1995;
- Public Service Act, 1994 and Regulations and Delegations;
- The Tender Board Act, 1994;
- Government Employees Pension Law; and
- Treasury Regulations and Delegations.

2. REVIEW OF THE 2007/08 FINANCIAL YEAR

Gauteng Audit Services (GAS)

The Risk and Compliance Audit unit committed itself to the conduct of 550 transversal audits at all GPG departments which includes small entity, follow up and trend reviews. The unit has, to date, managed to achieve 42 percent of our stated audit coverage for the year and are on track to achieve 100 percent coverage by financial year end. In addition, it is indicated that the unit would perform 80 due diligence type of reviews in this financial year, focusing primarily on the operational processes that are not covered on the transversal basis. Currently, the unit has 9 audits that are in progress and 5 audit reports in draft. By year end, the unit will have issued its stated number of reports. The Forensic Audit and Fraud Prevention unit administers the fraud hotline activities on behalf of the province. The unit has in the current financial year automated its evidence management function through the acquisition of the General Evidence Management System (GEMS). Its has to date issued 19 forensic audit reports, reviewed 2 fraud prevention plans and conducted 36 Fraud and Corruption Awareness workshops.

The Computer Audit unit committed itself to conducting 25 computer audit reviews. The unit has, to date, issued 1 computer audit report, while 4 audits are in the reporting phase and another 4 in the planning phase. On the system development side, the unit was involved from the project inception phase in providing advice on controls, risk and governance for new systems being developed. Work is set to commence on two identified projects: i.e. ID management at the GSSC, and the Supatsela project at the Department of Social Development. The Performance Audit unit revised its focus on quality aspects when performing audits that add value to the province rather than producing a large number of audits that might not be of assistance. To date, 14 performance audits are in progress and reports should be finalised before financial year end. The Control Risk Self Assessment (CRSA) unit undertook to conduct 180 CRSA workshops and 13 global risk assessments as well as update 60 risk registers. In addition, the unit would expand its services by assisting and training departments in the use of the CRSA tools and enabling them to take ownership and control over the risk management process. The unit has to date, conducted 84 CRSA workshops, 3 global risk assessments and updated 4 risk registers.

GAS will institute a General Internal Auditor learnership programme with an initial intake of 20 learners. The learnership programme has commenced with an intake of 17 learners.

Human Resource Services (HRS)

In the 2007/08 financial year, the unit recorded quite a number of notable achievements in the first quarter. In the transactional area, leave administration was up to date and Service Level Agreement (SLA) targets were met for the first quarter. A total of 362 550 leave transactions and 12 381 appointments have been processed. WAM and SAP are fully integrated to efficiently process and fast track Injury on duty claims. In the second quarter, systems were down for more than a month. This, coupled with the salary adjustment strike, had a direct impact on the unit's performance.

Automation continues to receive much attention. The Mobile Application System (MAS) has been implemented to enable submission of job applications through the use of mobile technology. To date more than 32 000 SMS's have been received via this technology. This solution has been rolled out to all GPG departments during the current financial year and enhancements will be effected as part of continuous improvements. In addition 3 864 vacancies were advertised and 219 274 job applications processed in the first two quarters of 2007/08 financial year.

The employee exits service unit has managed to facilitate the payment of pension benefits to 160 retirees within 30 days of their last working day. The unit has conducted retirement preparation workshops for potential retirees. The unit could not go on full scale co-location at GEPI, because they declined the unit's proposal due to restructuring processes they were undergoing.

In the consulting areas, demand for services continues to increase. Management Information Services completed 99 percent of received Persal reports requests and 100 percent of incoming policy requests. A total 1 762 learners and interns have been appointed in the first quarter while 1 472 ABET Learners are receiving training. E-learning is being rolled out to other GPG departments after piloting it within GSSC in the last financial year. The Employee Wellbeing Programme has been rolled out to all GPG departments and continues to be hailed as the biggest of its kind within the Public Service in Africa. The Organisation Development interventions continue to add value to GPG departments. Marketing for Change Management interventions has led to a 55 percent increase in requests. Job evaluation forums continue to add awareness of job evaluation processes to GPG Departments. Labour Relations turnaround times have significantly improved in line with the SLA targets.

Procurement Services

During the financial year under review, the Procurement Business Unit aggressively focused on the execution of a number of pre-identified projects that would improve the GSSC relevance in the Government space. In support of this, the unit successfully deployed mySAP Supplier Relationship Management (SRM) in September 2007, which has amongst others, enabled suppliers to perform on-line tendering, online supplier self-registration and enhanced the contracts management process. The unit consolidated the procurement IT systems from four to one, which has reduced operational costs and complexity for our user base.

In a joint effort with the Finance Business unit, the Procurement Business unit embarked on the implementation of a Procurement and Travel Card to reduce the amount of paperwork and processing costs associated with low-value, high volume purchases. It further optimized and repositioned its organizational structure so as to better align its strategy with execution. The unit significantly increased the number of contracts for high value and high volume commodities and contributed towards the achievement of the GPG Preferential Procurement targets for the 2007/08 financial year. It expanded its commitment to make GPG business opportunities more accessible by identifying and supporting a competitively viable base of BBBEE enterprises, and managed a centralized GPG vendor database of pre-qualified and verified BBBEE vendors.

The unit provided the procurement process optimization support by creating an enabling environment for the GPG entities. It also successfully pursued its 'Peoples Agenda' by reducing its vacancy rate from 22 percent to below 10 percent. The unit achieved Employment Equity goal of having 50 percent of management positions occupied by high calibre females. About 100 percent of female managers in formal Leadership Development programs were enrolled. The employees' skills base was further developed via a process of study grants, short courses and internal training processes.

Finance Services

In the financial year 2007/08, Finance Business Unit's (FBU) focus was on delivering three (3) major projects whose timelines were revised due to the following reasons:

- The scope expansion in order to enhance the functionality that will accommodate the GSSC client departments and suppliers.
- Technical problems which necessitated the reconfiguration of the system

These projects are E- Invoicing, ESM/ESS and Revenue Management. The go-live date for these projects span was between 1 October and 30 November 2007. Furthermore, the FBU will in conjunction with Procurement Service Unit be piloting the P-Card and Travel Card in order to reduce the processing costs of high demand items with lower value. This will also assist the unit to improve the management of petty cash, establish and monitor expenditure trends and to ultimately improve the control of petty cash purchases.

Central to the GSSC theme of building a sustainable quality service operation, the department embarked on a programme to up-skill the FBU staff. In this respect, its interventions include

- Registration of 17 employees for Public Finance NQF level 4 programmes in terms of section 18.1 of National Skills Development Act. This group finished the programme in November 2007.
- Registration of the second group of 16 employees and the training commenced in December 2007
- Registration in November 2007 of 60 employees for Accounts Payable Certification Programme offered

by the Account Payable Network organisation based in USA. This will culminate in these employees being internationally accredited Accounts Payable Practitioners.

The FBU has taken advantage of, and are leveraging communications technologies using SMS to send and receive information between GSSC and clients. FBU will be piloting 2 projects, viz:

- SMS notification to all GPG debtors (employee, ex-employees and suppliers) detailing outstanding balances and payments due.
- SMS notification to GPG employees of allowances processed and the date of transfer to their bank accounts.

The unit continues to perform consistently within the SLA targets in spite of the added pressures of the projects and new initiatives. Furthermore the following units need special mention considering the constraints and system downtimes and interface problems they have to contend with:

- Debt Administration – exceeded the collection target of 30 percent and have subsequently revised the target to 45 percent.
- General Accounting has surpassed the SLA in journal processing from 95 percent to 98 percent and has also revised their SLA target to 98 percent.

The unit has also managed to finalise 2 minor projects in an endeavour to improve operating efficiencies by:

- Developing and implementing an electronic filing solution within Accounts Payable to improve document tracking for audit processes. This solution will be rolled out to other service units within FBU by the end of the financial year.
- Expanding the debt collection process to include the handing over debts to the State Attorneys to proceed with legal action.

Technology Support Services (TSS)

Technology Support Services (TSS) mainly focused on projects that are transformational to create convenience for the citizen, and enable the GPG employees to deliver quality services using Information Communication Technologies (ICT's). The e-government programme has focused on the following sectors, namely government-to-government (G2G), government-to-employee (G2E), and government-to-business (G2B). These applications were developed to assist agriculture in issuing environmental impact assessment (EIA) reports. They were implemented to enhance employee self services such as leave application.

The GSSC in conjunction with the Office of the Premier continues to roll-out Multi-Purpose Community Centers (MPCC's) within the province. Processes have been developed to ensure that Access Management (IAM) integrate into practical day-to-day business activities. The base IAM system has been developed and is presently being tested. There has been a significant growth in the deployment of broadband and wireless solutions within the province. The major focus has been with the Bana Pele programme which provides access to schools, clinics and social development offices. Following-on from the previous financial year a significant number of access points have been added to improve access to e-government services.

The Integrated Master Systems Plan (IMSP) has gained momentum with all the participating GPG departments. Significant progress is being made in realizing the Master Systems Plan for each department. This will form part of the overall strategy to develop common standards, economies of scale, and wise ICT investments throughout the province.

The strategies to effectively converge selected networks within the province are underway. A blueprint and a comprehensive implementation plan are being finalized. Negotiations for the VPN supreme are complete and implementation is in progress. This network will be a foundation for Voice over internet Protocol (VoIP).

A number of business requirements have been automated and implemented in the GSSC through the Enterprise Resource Planning (ERP) application. These include the enhancements and improvements to the budgeting and forecasting process, managers self service and supplier self service enablement.

The implementation of Information Technology Service Management (ITSM) is in progress. The Information Technology service desk has been successfully implemented in the quest to improve the quality of service to our customer. The Operations Management area continues to improve reliability of services by the introduction of infrastructure monitoring agents that have the ability to monitor, track and report on performance. The aim of the infrastructure monitoring is to provide information to enable TSS to report on service levels.

ICT security user awareness programmes are currently in the process of being rolled out in the province. Various security compliance tools are being implemented in the province, these include anti-spyware and intrusion detection devices.

TSS in conjunction with Human Resources business unit has established a learnership programme. The programme has been implemented in the ERP and Operations sub units. The desktop unit had taken on 60 learners as part of the learnership programme, and 6 were appointed permanently into vacant posts. Presently 21 learners have been recruited through this programme. The intention is to incorporate the learners into main stream operations. This process will take approximately 12 months after which an assessment will be made to determine its success and then the cycle will be re-initiated.

From the e-government side, TSS registered the following achievements:

- Expansion of e-government services included the completion of the Veterinary Health Certificate System development and its deployment took place in September 2007; the completion of the user acceptance of CPS and its deployment is imminent; and the utilization of the Communications portal for the Office of the Premier.
- The content management approach on the portal is being revised to ensure improved navigation and information accessibility.
- To deal with the digital divide various points-of-presence are being established. To date about 23 library sites have been deployed and the broadband connectivity, for the Bana Pele project has been expanding on a monthly basis. The Gauteng Online Schools project has been transitioned to the GSSC. 70 Phase VI schools are being quality assured.
- The implementation of the identity management project (IAM) is proceeding with the implementation of the base platform with integration into SAP and Active Directory.

Corporate Affairs

The Office of the CEO, a sub-programme under Corporate Affairs, has had two additional service units added to it, namely, Strategy and Innovation and Security Services. These service units came about as a consequence of the department's strategy review process, in terms of which the capabilities for strategy development and coordination as well as the GSSC's physical security were placed in the Office of the CEO.

Internal HR and Auxiliary Services continued to provide strategic value to business. This found expression in the programmes that have been implemented since the beginning of the financial year, to name but few:

- The auditing of the GSSC structure that resulted in a purified structure.
- The monitoring and maintenance of the long service awards.
- Automation of the leave administration which enables the department to manage and administer the leave effectively.
- Reviewed and standardized the job profiles and job titles, and aligned salary levels to job levels.
- Audited the personnel files to ensure that the information in the files is updated.
- Conducted the following learnerships for unemployed people to acquire skills that can make them employable: Finance learnerships, Audit learnerships, TOPP learnerships and IT learnerships.
- Provided the bursary to GSSC employees amounting to R174 570.
- Reduced the vacancy rate to a 27,75 level, with the ultimate aim of reducing it further to a generally acceptable level of 10 percent before the end of Q2.

Occupational Health and Safety (OHS) compliance and other related issues are now a responsibility of Legal Services. This restructured service unit is now called Regulatory Affairs. The unit achieved 80 percent to date of its set target for the financial year, during the period under review, despite its lack of capacity due to unfilled vacancies in both the Legal and OHS components of the unit. This capacity challenge is currently being addressed and the unit is poised to achieve 100 percent of its set targets by end of the 2007/08 financial year.

The Risk Management unit structure has been approved and the process of evaluating posts within the structure is underway. The development of risk mitigation plans is in progress while the monitoring of the plans for effectiveness is set to be completed in the last quarter of the financial year. The BCP is scheduled to be tested by 31 December 2007.

The GPG Customer Contact Centre experienced growth in the last financial year, expanding its scope and services beyond the GSSC's core business. The contact centre has successfully launched the single number (0860 Gauteng) and has expanded its services to include Gautrain and Department of Housing.

During the period under review the contact centre made amongst others, the following achievements:

- Its finalized the transfer portion of the BOT (build, operate and transfer) model.
- Multi-skilled agents and populate the knowledge repository and this resulted to 100 percent achievement for the first quarter which in turn increased the first call resolution.
- Established the Wynberg contact centre satellite site and is currently up and running.
- Rolled out the Sedibeng satellite site and is now fully operational.
- Incorporated 15 blind agents into the contact centre and this assisted the department to reach the 15 percent achievement of its employment equity targets.

Customer Relationship Management

The purpose of the CRM service unit is to provide an integrated customer interaction point in order to continuously improve customer relationship between the GSSC and the GPG entities, specifically as indicated below:

- Profiling the GSSC customers: enabling insights into their needs, behaviors and expectations.
- Establishing and managing customer interaction forums between the GSSC and GPG Entities.
- Reviewing and documenting Service Level Agreements.
- Implementing a Technology based system for escalation and reporting of service deviation, maintenance and compliance.
- Regulation of Governance (Service Management Framework.)

For the period under review, we have been able to achieve the following:

- Roll out of Revised end-to-end SLA: 60 percent achieved.
- Finalizing SLA and putting in place a tracking and reporting tool. 35 percent achieved to date.
- Established and managing customer interaction forums for communication between GSSC and entities: 40 percent achievement.
- Conducted Customer Satisfaction Survey and thus enabling insights into their needs, behaviours and expectations for purposes of profiling the GSSC customers: 60 percent achieved.
- Implementation of the Service Management Framework; 100 percent achievement, adoption of role clarification and appointment of Service Managers by business units. The only things outstanding are full implementation of Relationship Managers by the second quarter of the current financial year.

Document Management Centre/Record Management Centre

For the period under review, the Document Management Centre achieved the following:

- Commenced with the configuration of an Integrated Workflow Solution and implemented it at Community Safety as a pilot.
- Incorporated indexing system into the Workflow Solution and is currently 30 percent complete
- Configured links between operating systems within the Workflow solution
- Incorporated record disposal into RM policy and is currently awaiting sign-off by EXCO.

Communications

The financial year 2007/08 saw the intensification of the GSSC's fifth anniversary celebrations. The Centre hosted the first ever Shared Service in the Public Sector Conference in August 2007. The Conference sought to realize the organization's objective of deepening and entrenching the understanding of the shared service model with government, the private sector and society at large. The unit further undertook several campaigns including road-shows to individual client departments to create and deepen dialogue with clients. Campaigns are currently underway to market key service offerings to the public such the One Number, the Mobile Application System etc. Staff or Corporate Communications has been enhanced with the development of a brand internalization strategy for rollout in the second half of the year and as a result of greater cooperation with amongst others Internal Human Resource Services. The Communications sub-unit has to date undertaken 3 visits to South African universities with the purpose of marketing the organization for the ultimate aim of attracting key talent to the GSSC in line with the organization's stated objective of becoming an employer of choice.

Strategy and Innovation

In 2007/08 financial year technology and innovation continue to be the key drivers to enhance performance at the GSSC to obliterate inefficiencies and improve reliability. The GSSC has established a Centre of Innovation to drive the innovation process, interacting with Business Process Management, Quality Assurance, Knowledge Management and Research & Development. The year under review has seen success of the innovation process through implementation of some of the ideas such as MAS (Mobile Application System) which seeks to make the life of the citizen's easier by ensuring easy access to recruitment and employment opportunities. The unit has also established a strategy and transformation competency to ensure focus on implementation of GSSC strategic priorities and initiatives towards the achievement of our vision for 2010.

Security Services

The Security Services unit has since its inception drafted a security policy and procedural document; conducted security assessments at GSSC and its three off-sites; implemented corrective measures for the security shortcomings; and conducted a post-employment screening on all GSSC employees in conjunction with Internal HR. The unit has also implemented security incident reporting measures and improved the security consciousness amongst staff by 20 percent, as well as physical security measures within GSSC and its off-site by 20 percent. The unit further conducted security incident investigation and facilitated the implementation of an asset management policy by the office of the CFO.

3. OUTLOOK FOR THE 2008/09 FINANCIAL YEAR

Gauteng Audit Services (GAS)

The Gauteng Audit Services (GAS) business unit will through its service units conduct 550 reviews and issue 320 reports, 84 trend reviews, 66 follow-up reviews and 80 entity reviews in 2008/09 financial year. Each transversal audit review will cover up to 100 GPG sites and it will also perform 75 reviews which will focus primarily on operational processes of programmes that are not covered on a transversal basis.

The increase in demand for performance audits has led to the unit committing to audits without having the necessary management support to control all the output. It will focus more on performing quality audits that adds value to the province. For the 2008/09 financial year the unit will perform 20 performance audits. GAS will give priority to staffing the Computer Audit component to enable it to conduct 24 computer audits. The service unit will extend its scope by increasing its involvement in development of new systems in the province and will participate in the development of 4 new systems for the year. It will also assist on request with 48 data analysis (CAATS) to support GAS sub units.

All the areas that have been highlighted by the Auditor-General will be targeted to ensure that departments are informed of audit issues on high risk areas in advance. GAS further planned to conduct 93 forensic audits, 13 fraud detection reviews, 25 fraud risk identification and control assessments. There will be 350 awareness sessions related to ethics, fraud and corruption targeted at 3 500 employees that will be conducted by the Fraud Prevention Campaign. The business unit also plans to review 13 fraud prevention plans for GPG departments and also intends conducting 210 CRSA workshops as well as issue 80 risk registers highlighting top risks and 13 global risk assessments. In addition, the business unit will expand its services by assisting and training departments in the use of the CRSA tools and enable them to take ownership and control over the risk management process. It will continue with the General Internal Auditor learnership programme with another 20 learners.

Human Resource Services

HRS will continue to make strides in rendering cutting edge consulting and transactional services within the Human Resources environment. It will continue with the roll-out of cellphone technology to the GPG departments, for the application of vacant posts and will also develop reporting and functional enhancements for the Mobile Application System. The employee self-service (ESS) will be rolled-out to the Departments of Community Safety and Education. The Government Employee Pension Fund (GEPPF) office would be established within the Gauteng Provincial Government Precinct to ensure speedy processing of exit mandates. In addition, the unit will also co-locate with other GPG departments to control end-to-end processing and improve turnaround times.

In a bid to ensure smooth management and handling of the human resource issues, monthly and quarterly meetings will be held with all departments to deal with problem areas. E-learning would be rolled out to other GPG departments, with the initial focus on employees with Internet access. The integrated LR model will be implemented during 2008/09 and it will give life to presiding officer/investigating officer capacity enhancement. The unit will further implement an integrated OD model for performance consulting. In support of the provincial internship and learnership programme, the implementation of the internship programme will continue in 2008/09 as well. The coming financial year will see the development and implementation of Phase 1 of Middle Management Program as well as the implementation of further cost saving measures in advertisements of vacancies. The change management interventions and 100 assessments per month would be conducted for the GPG departments.

Procurement Services

The Procurement Services business unit will in 2008/09 embark on initiatives and programmes aimed at increasing customer confidence through the provision of relevant, reliable and quality service; improving operational excellence with a strong focus on cost reduction; actively pursuing cost savings on total value of term agreements

as well as enforcing compliance to contracts and processes such as procurement thresholds and Standard Chart of Accounts. The business unit will further improve reporting capabilities and continue to develop a leadership and an execution-driven culture.

Some of the major projects that are in various stages of execution, such as the roll-out the P-Card and Travel Card to a larger base of the department's customers and suppliers; implementation of Phases 2 and 3 of SAP Supplier Relationship Management (SRM), etc will continue to form part of the unit's execution agenda.

Finance Services

Finance Services unit will roll-out a number of projects in 2008/09 financial year. The EES will be rolled-out to 10 GPG departments, thus enabling Payroll Services to focus proactively on the quality of mandates received from the Gauteng Departments of Health and Education, whilst the revenue management will be rolled-out to all the GPG departments which will free 5 Cash Book Services employees to concentrate on value added services. E-Invoicing will also be rolled out to all bigger suppliers. This will give the Accounts Payable staff more time to focus on improving Procure-to-Pay value chain. The emphasis will be on areas that pose serious challenges and cause delays in the processing of invoices. Accounts Payable staff will also concentrate on reduction of sundry payments from 27 percent to at least 5 percent.

In addition to the above mentioned initiative, the FBU unit will expand its service offering by migrating the Gauteng Public Transport, Roads and Works debtors to GSSC and will automate debt take-on. It also links with the GEPP portal which will assist in the management of debt collection. Furthermore, in order to truly and properly evaluate the quality of the service levels that we deliver, FBU will start comparing and benchmarking ourselves against industry peers.

Technology Support Services

The provincial converged network (VPN Supreme Network) will be implemented and this service will be SLA based and traffic will be prioritised according to business needs. The network will be monitored on a 24 hour basis for availability and reliability. This implementation will form a foundation to implement Voice over Internet Protocol (VoIP) which will reduce the provincial expenditure on voice calls.

The single domain project will be implemented thus creating a secure environment for the GPG employees to work in, and a service oriented architecture (SOA) enabling TSS unit to continue transforming government processes in the interest of service delivery. The biggest challenge has been the non standardised way of managing the infrastructure. This leads to security breaches, unnecessary downtime, and increased complexity. The single domain has been proven to be the solution to these challenges in a number of organisation leading to reduction of costs of running IT infrastructure.

The Integrated Business Continuity Plan (IBCP) will be one of the unit's priorities to ensure that the business will be ready in case of a disaster. The Disaster Recovery Plan (DRP) will be moved from a cold state to a hot state, which simply means the secondary site (DRP) will be real time synchronised to the Primary site and load balancing when the need arises. A high bandwidth link will be implemented between the two sites during 2008/09 ensuring that the switch or load balancing between the sites will be seamless to users in case of a disaster. All applications identified by the IBCP process provincially as critical to GPG business, will be represented at the DRP site.

E-Government services will be further expanded in this financial year. These will include the call centre expansion as one of the many channels to access government services. The portal functionality will be improved and enhanced to enable citizens, partners, business, employees and other government institutions to access consistent government information and services from a single point of entry. A number of business applications will be used and integrated to the portal, such as the ERP from a business point of view. The payment engine will be implemented to allow citizens to transact secure online to pay for all government services and increase government revenue as well as create convenience for the citizen. This will allow government to conduct business anywhere at anytime from any device. The security and authentication will be enhanced with the introduction of the Identity management which will be linked to the Home Affairs system and other systems for verification of identities to ensure a secure service and privacy.

One of the biggest challenges in government is the ability for the majority of its citizens accessing government services electronically and access to computers by the majority of South Africans because of historical reasons for the previously disadvantaged. For this reason, 70 Digital Lounges will be created through-out Gauteng mainly in townships, in locations such as libraries and service centres formally known as multi-purpose community centres.

Executive Support Services will be extended to all SMS employees in the province thus increasing their productivity. The capacity of this team will have to be increased to be able to deliver these services effectively. A virtual team will be formed comprising of the GSSC team and nominees from departments. This service would be offered for 24 hours throughout the year.

Identity management will be rolled-out to cut down on the management of different systems and decrease the fraud cases within the province. This application will enable the province to have single-sign on to all applications. This will help address the Auditor-Generals concerns of the management of users who utilise BAS, Persal and other transversal applications. This application will furthermore enable TSS to integrate different systems and manage the employee life cycle and automate background checks. Ways of standardising access systems throughout the province and integrating them to this system for ease of user management are currently being investigated.

Due to challenges encountered with Sentech after taking over Gauteng online, the department engaged other service providers that are offering bandwidth services at much lower cost than Sentech. A tender to complete the roll out to the remaining 1 600 schools will be issued in 2008/09.

ICT Service Management intends to increase customer satisfaction levels by a further 10 percent in 2008/09. The unit will continue to implement an Information Technology Service Management (ITSM) solution which is meant to proactively manage infrastructure and increase availability of the services that is provided to the province. Remote support for the rest of GPG users has been implemented and this has been integrated into the existing call centre. The resources will be increased gradually until the service is fully functional. A network operating centre (NOC) will be built for real time monitoring of the services infrastructure.

Information security has become one of our core and most important services in this age of cyber war. Whatever services and development of applications are undertaken, security has to be built in and a key consideration before and after deployment. Due to the nature of the business transactions the department handles, its IT security should be of a standard of any banking organisation which therefore means that enough budget should be set aside for this function. The standardisation of user devices deployment and the roll out of a compliance tool to enforce IT security policies will be deployed in the near future. The user awareness campaign on security policies will be a permanent feature in the province.

Corporate Services

Internal HR and Auxiliary services

Internal HR and Auxiliary Services will in 2008/09 embark on the initiatives and programmes aimed at optimising organisational capacity by implementing functional and structural competencies and design and implement HR service delivery model including e-HR. It will implement programmes that strengthen current health and well-being of employees. Implement interventions that foster compliance with EEA prescripts to ensure a fully representative and diverse workforce and also implement processes that improve and optimise HR provisioning and maintenance. The HRD and PMDS would be improved in line with the 2010 vision and talent attraction services would also be provided to reduce the vacancy rate to five percent within GSSC. The unit will work towards strengthening strategic relationship with labour to ensure sound labour relations. Measures to improve administrative functions relating to GG vehicles, cell phones and parking would be enhanced during the year under forecast.

Regulatory Affairs

The Regulatory Affairs will in 2008/09 ensure the preparation and finalisation of formal legal contracts and documents. It will continue to research and advise on legal and regulatory compliance issues and implement, monitor and manage OHS compliance. It will create awareness about legal and regulatory compliance and manage litigation matters. Furthermore, the unit will continue to provide professional legal services and support to other GSSC units, as well as monitor and foster legal and regulatory compliance in the organization.

Risk Management

The Risk Management service unit will 2008/09 drive awareness campaigns for risk management; facilitate the testing of business continuity and disaster recovery plans and facilitate the updating of risk mitigation plans by GSSC business units. The unit will further test the effectiveness of risk mitigation plans; monitor the implementation of the Fraud Prevention Plan and facilitate the establishment of an alternative site for GSSC from a business continuity perspective.

Customer Management Services (CMS)

The CMS unit will in the year under forecast rollout a 500-seats contact centre hub in Braamfontein and ensure the migration of current services from informational to transactional. The updates on knowledge repository would be updated for increased first call resolution, thereby increasing customer satisfaction. The CMS services would be extended to both local and national government in line with the “smart province” initiative. The unit will continue marketing the single number strategy for the GPG Customer Contact Centre.

Customer Relations Management (CRM)

The CRM unit will complete the revision of the GSSC SLA. It will continue conducting customer satisfaction surveys and implement a single view of customer interactions across channels in 2008/09.

Document Management Centre (DMC)

The DMC and RMC units will file-plan alignment between GSSC and Gauteng Provincial Government departments and file plan incorporation into electronic workflow for GSSC and Gauteng entities. They will ensure incorporation of Records Management and Archive Management solutions into Electronic Workflow. Electronic mandate processing SLA as well as activity based and unit costing for all Document Management (DM) processes would be implemented. The units will develop and sign-off the SLA with GPG departments for all Document Management services.

Communications

The Communications unit will in 2008/09 develop and maintain effective channels of client communication. It will deepen awareness of the GSSC brand and build customer based brand equity. It will ensure the development and management of organizational publications and strengthen proactive media relations. It will manage an effective and efficient front-line service and develop skills and capacity within the unit in respect of change management communication, project management, editing and research, information repository.

Strategy and Innovation

The Strategy and Innovation unit will focus its attention and resources on ensuring continued success of the innovation process and strategic alignment of all GSSC initiatives, in 2008/09. Furthermore the GSSC is embarking on a process to define the next level of operation (Strategic Path to 2020) to ensure its relevance in the future. To achieve this, department will set-up an Information Centre and a War Room.

Security Services

Security service intends to ensure that the security administration, system and integrity of the GSSC are enhanced in 2008/09. Pursuant to this objective, the department will automate the visitor management systems. It will implement off-site monitoring systems which will allow real time monitoring at all the department's sites. The department will also go on a vigorous awareness campaigns whereby the new policy's content will be canvassed to all business units. It will conduct security audits and assessments both internally and on off-sites.

4. RECEIPTS AND FINANCING**4.1. Summary of revenue****TABLE 1: SUMMARY OF RECEIPTS: GAUTENG SHARED SERVICES CENTRE**

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|-----------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|------------------|------------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Equitable share | 474,433 | 636,351 | 771,067 | 1,039,792 | 1,076,519 | 1,076,519 | 1,153,627 | 1,173,380 | 1,260,782 |
| Conditional grants | | | | | | | | | |
| Total receipts | 474,433 | 636,351 | 771,067 | 1,039,792 | 1,076,519 | 1,076,519 | 1,153,627 | 1,173,380 | 1,260,782 |

The Gauteng Shared Services Centre operational activities are not geared towards raising significant revenue; therefore it is primarily funded by the provincial equitable share to execute its mandate. The equitable share allocation increased by an annual average of 17 percent between 2004/05 and 2006/07 financial years. Over the 2008 medium term, the department's equitable share allocation grows by an annual average of 3 percent as a result of the addition of R468 million allocated for Gauteng Online capacitation of the office of the CFO and the establishment of the Security Services unit.

4.3 Detailed departmental receipts

TABLE 2: DEPARTMENTAL RECEIPTS: GAUTENG SHARED SERVICES CENTRE

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|--------------|--------------|--------------|--------------------|------------------------|------------------|-----------------------|--------------|--------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Tax receipts | | | | | | | | | |
| Casino taxes | | | | | | | | | |
| Horse racing taxes | | | | | | | | | |
| Liquor licences | | | | | | | | | |
| Motor vehicle licences | | | | | | | | | |
| Sales of goods and services other than capital assets | 425 | 1 | 344 | | | 529 | | | |
| Transfers received | | | | | | | | | |
| Fines, penalties and forfeits | | | | | | | | | |
| Interest, dividends and rent on land | 10 | 8 | 1 | | | | | | |
| Sales of capital assets | 25 | | 45 | | | 49 | | | |
| Financial transactions in assets and liabilities | 6,887 | 2,015 | 795 | 750 | 750 | 1,027 | 1,320 | 1,440 | 1,565 |
| Total departmental receipts | 7,347 | 2,024 | 1,185 | 750 | 750 | 1,605 | 1,320 | 1,440 | 1,565 |

Although, revenue generation and collection is not the core function of the department, it does however, collect some minor revenue through cost recovery from staff, expenses recovered from previous years and debt collections. The department is currently exploring the possibility of changing its corporate form into an agency, a change which will have a direct impact on the sources of revenue and funding requirements. In addition, the operations of the GPG Contact Centre have been outsourced to a third party and in terms of its operating model, the Contact Centre has and will continue to enter into agreements with its client departments and other entities in terms of which it operates on a charge-back model; therefore allowing it to generate revenue to finance its operations. The departmental receipts decreased from R7.3 million in 2004/05 to R1.2 in 2006/07. Over the 2008 MTEF departmental receipts increase by 5.8 percent.

5. PAYMENT SUMMARY

5.1 Key assumptions

The preparation of the 2008/09 MTEF budget was guided by the Gauteng and National Treasuries' budget guideline. The department further received its guidance from its five year strategic plan and 2008/09 annual performance plan. To arrive at the personnel budget, a personnel model was used to cost the department's establishment structure. Historic information was used to budget for the recurrent items such as stationery, printing, telephone costs, travel and subsistence costs, while the recruitment as well as the IT plans were consulted to cost the goods and services as well as capital related projects. The once off programmes and initiatives were costed from zero.

TABLE 3: PROGRAMME SUMMARY GAUTENG SHARED SERVICES CENTRE

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|------------------|------------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1. Gauteng Audit Services | 43,679 | 54,286 | 59,418 | 66,241 | 66,241 | 66,241 | 66,702 | 69,754 | 71,640 |
| 2. Human Resources Services | 82,062 | 69,333 | 78,902 | 82,150 | 84,493 | 84,493 | 81,354 | 85,018 | 88,374 |
| 3. Procurement Services | 59,288 | 51,775 | 58,176 | 66,806 | 66,806 | 66,806 | 80,981 | 84,625 | 88,433 |
| 4. Finance Services | 67,686 | 54,471 | 54,308 | 60,257 | 59,942 | 59,942 | 64,820 | 67,737 | 70,785 |
| 5. Technological Support Services | 221,718 | 272,318 | 297,155 | 576,479 | 610,064 | 610,064 | 640,539 | 704,927 | 760,250 |
| 6. Corporate Affairs | | 94,270 | 189,560 | 143,717 | 188,973 | 188,973 | 219,231 | 161,320 | 181,300 |
| 7. Programme Management Unit | | 39,898 | 33 548 | 44,142 | | | | | |
| Total payments and estimates: Gauteng Shared Service Center | 474,433 | 636,351 | 771,067 | 1,039,792 | 1,076,519 | 1,076,519 | 1,153,627 | 1,173,380 | 1,260,782 |

The GSSC brings together the support functions in the province that were duplicated among GPG departments, and operates these functions according to international leading practice, with the main aim of providing efficient, effective and value-add business support services.

Table 3 illustrates that the total expenditure for this department increased by R786.349 million between 2004/05 and 2010/11. This is mainly due to Programme 5: Technology Support Services and Programme 6: Corporate Affairs sharply increasing by R538.532 million and R181.300 million while the rest of the other programmes increase by total of R66.517 million, partly due to the growing organisational structure, the transfer of GautengOnline project from the Department of Education to the department as well as general inflation adjustment.

The department's expenditure grows by R161.918 million or 34.1 percent between 2004/05 and 2005/06 period due to the establishment of Programme 6: Corporate Affairs to provide strategic corporate support functions within the department and Programme 7: Programme Management Unit (PMU) to provide project and programme management support to all the infrastructure projects implemented by the relevant provincial departments. In 2006/07 expenditure grows by 134.716 million or 21.2 percent as a result of building the Disaster Recovery facility for GPG IT infrastructure, increasing the call centre seats by 50 to accommodate increased demand from the client departments, the installation of security systems at 75 Fox Street building, etc. During the 2007/08 adjustment estimates, the department received an amount of R36.727 million for Employees Assistant Programme (EAP) telephone counselling services rendered on behalf of the Department of Education, capacity building in the office of the CFO and PMU was transferred to the Department of Public Transport, Roads and Works (PTRW) from GSSC. The appropriation for the department in 2007/08 grew by 39.6 percent as result of the reasons provided above.

Over the medium term, the appropriation for GSSC will grow by 5.4 percent on average due to additional funding allocated for the implementation of GautengOnline, the establishment of the Security Services unit and inflation adjustments for personnel and goods and services.

TABLE 4: SUMMARY OF ECONOMIC CLASSIFICATION GAUTENG SHARED SERVICES CENTRE

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|------------------|------------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 448,486 | 553,291 | 743,345 | 980,404 | 959,790 | 960,177 | 1,117,446 | 1,138,330 | 1,219,742 |
| Compensation of employees | 205,952 | 239,553 | 286,483 | 293,402 | 304,262 | 304,753 | 358,311 | 375,469 | 392,883 |
| Goods and services | 242,534 | 313,738 | 456,862 | 687,002 | 655,528 | 655,424 | 759,135 | 762,861 | 826,859 |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 1,544 | | | | | | |
| Provinces and municipalities | | | 47 | | | | | | |
| Departmental agencies and accounts | | | 5 | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 1 492 | | | | | | |
| Payments for capital assets | 25,947 | 83,060 | 26,178 | 59,388 | 116,729 | 116,342 | 36,181 | 35,051 | 41,040 |
| Buildings and other fixed structures | | | | | | | | | |
| Machinery and equipment | 17,988 | 65,686 | 25,602 | 59,388 | 116,729 | 105,157 | 36,181 | 35,051 | 41,040 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | 8,063 | 17,374 | 576 | | | 11,185 | | | |
| Land and subsoil assets | -104 | | | | | | | | |
| Total economic classification: GSSC | 474,433 | 636,351 | 771,067 | 1,039,792 | 1,076,519 | 1,076,519 | 1,153,627 | 1,173,382 | 1,260,782 |

Table 4 above depicts trends in actual expenditure and appropriation by economic classification. It is evident that on average, the main cost drivers under this vote are goods and services (59.6 percent) and Compensation of Employees (34.4 percent) between 2004/05 and 2010/11 financial years. The department's compensation of employees grew by 14 percent between 2004/05 and 2006/07 and by 8.3 percent over the medium term due to the increase in personnel establishment which grew by 709 between 2004/05 and 2010/11. This growth

in personnel can be attributable to the establishment of business and service units such as Corporate Affairs, the Wynburg Contact center, Security Services unit, as well as increase in Information Security staff.

The goods and services also recorded a positive average growth of 39.3 percent between 2004/05 and 2007/08. This can be attributed to expenditure growing by R71.204 million or 29 percent in 2005/06 due to the establishment of Programmes 6 and 7. The utilisation of consultants to address capacity constraints within the audit environment and the operations of the contact centre saw expenditure growing sharply by R143.124 million or 45.6 percent in 2006/07. A further sharp growth of R198.562 million or 43.5 percent is seen in 2007/08 due to the procurement of 1 terabyte storage space dedicated to information security related log files, the building of the proactive monitoring dashboard, the continued roll-out and maintenance of GautengOnline as well as the deployment of mySAP Supplier Relationship Management. Over the medium term expenditure grows by 8.1 percent.

Between 2004/05 and 2006/07, the department's capital expenditure grew by average of 151.6 percent due to the acquisition of additional servers for the province as well as the software programmes for the risk and forensic audits. The hardware refresh as well as the completion of IT infrastructure projects such as Connectivity Infrastructure project and building the Demilitarized Zone.

6. PROGRAMME DESCRIPTION

PROGRAMME 1: GAUTENG AUDIT SERVICES

Programme description

The purpose of Gauteng Audit Services is to provide a full range of internal audit services, to all departments. The services are

- Transversal Audit;
- Programme Audit;
- Forensic Audit and Fraud Prevention;
- Computer Audit;
- Performance Audit;
- Control Risk Self Assessment;
- Centre of Excellence and development.

Programme objectives

- To promote corporate governance in the province by providing a full spectrum of audit services;
- To decrease incidents of fraud and corruption through the performance of regular compliance, computer, performance and forensic audits; and
- To assist management in keeping the risk profile of their department updated in order to enable the accounting officers to effectively manage their risks.

TABLE 5: SUMMARY OF PAYMENTS AND ESTIMATES GAUTENG AUDIT SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1. GM Office | | 5,323 | 5,816 | 5,042 | 5,042 | 5,042 | 4,808 | 5,024 | 5,250 |
| 2. Risk Audit | 27,332 | 21,740 | 24,928 | 26,510 | 26,373 | 26,373 | 25,130 | 26,261 | 27,445 |
| 3. Forensic Audit | 9,662 | 12,051 | 10,446 | 15,972 | 15,182 | 15,182 | 15,182 | 15,866 | 16,579 |
| 4. Computer Audit | 2,519 | 6,403 | 9,229 | 4,294 | 6,135 | 6,135 | 7,084 | 7,403 | 7,736 |
| 5. Performance Audit | 4,166 | 8,769 | 8,999 | 14,423 | 13,509 | 13,509 | 14,498 | 15,200 | 14,630 |
| Total payments and estimates: Gauteng Audit Services | 43,679 | 54,286 | 59,418 | 66,241 | 66,241 | 66,241 | 66,702 | 69,754 | 71,640 |

Programme 1: Gauteng Audit Services expenditure grows by R27.961 million between 2004/05 and 2010/11. This growth is mainly driven by Performance Audit growing by R10.464 million, followed by Forensic Audit growing by R6 917 million and lastly Computer Audit growing by R5.217 million. This can be attributed to conducting audits in areas of performance audit, computer audit and forensic audit. Further to this, the unit also purchased the audit software programmes such as GEM and Team Suite, and developed the SAS data mining tool in order to improve the efficiency and effectiveness of audits. The programme's resources will over the medium term be focused on developing systems that will enhance the quality of audits conducted in the province and to providing support to GPG departments to address the issues that have been identified by the Auditor General as risky areas.

TABLE 6: SUMMARY OF ECONOMIC CLASSIFICATION GAUTENG AUDIT SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 42,305 | 53,460 | 59,304 | 65,462 | 63,870 | 63,870 | 66,238 | 69,270 | 71,134 |
| Compensation of employees | 29,637 | 35,402 | 38,243 | 44,159 | 38,862 | 38,862 | 43,222 | 45,167 | 47,200 |
| Goods and services | 12,668 | 18,058 | 21,061 | 21,303 | 25,008 | 25,008 | 23,016 | 24,103 | 23,934 |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 10 | | | | | | |
| Provinces and municipalities | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 10 | | | | | | |
| Payments for capital assets | 1,374 | 826 | 104 | 779 | 2,371 | 2,371 | 464 | 484 | 506 |
| Buildings and other fixed structures | | | | | | | | | |
| Machinery and equipment | 1,478 | 826 | 104 | 779 | 2,371 | 2,371 | 464 | 484 | 506 |

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | | | | | | | | |
| Land and subsoil assets | -104- | | | | | | | | |
| Total economic classification: Gauteng Audit Services | 43,679 | 54,286 | 59,418 | 66,241 | 66,241 | 66,241 | 66,702 | 69,755 | 71,640 |

Scrutiny of the trends in the actual expenditure by economic classification presented in table 6 show that compensation of employees accounts for average of 64.5 percent of the programme budget followed by goods and services (34 percent). The programme's compensation of employees' expenditure grows by 9.5 percent on average between 2004/05 and 2007/08, and by 6.7 percent between 2007/08 and 2010/11.

For the same reasons provided above, the programmes expenditure on goods and services grew by 25.4 percent on average between 2004/05 and 2007/08, and a negative 1.5 over the medium term. The capital expenditure grows by 19.9 percent between 2004/05 and 2007/08 and drastically drops to negative 40.2 percent.

KEY OUTPUT AND SERVICE DELIVERY MEASURES

Gauteng Audit Services

| Measurable Objective | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|--|---|------------------|---------------------|---------|---------|
| | | | 2008/09 | 2009/10 | 2010/11 |
| Audit coverage in accordance with approved audit plans and requests in the case Forensic Audit | Number of audit reports issues: | | | | |
| | - Risk (Programme) | 80 | 75 | 78 | 80 |
| | - Risk (Transversal) | 550 | 550 | 500 | 500 |
| | - Forensic | 93 | 93 | 90 | 90 |
| | - Computer | 25 | 24 | 24 | 24 |
| | - Performance | 28 | 20 | 23 | 25 |
| Participation in systems development life cycle | Number of new systems reviewed through the development stages | 4 | 4 | 4 | 4 |
| Fraud detection reviews | Number of fraud detection review | 4 | 4 | 4 | 4 |
| Fraud Prevention reviews | Number of fraud awareness workshops | 350 | 350 | 350 | 350 |
| | Number of fraud prevention plans reviewed | 12 | 13 | 13 | 13 |
| Risk assessments facilitated and updated | Number of risk assessments facilitated and updated: | | | | |
| | - Control Risk Self Assessment | 60 | 80 | 90 | 100 |
| | - Global risk register | 13 | 13 | 13 | 13 |
| | - IT risk assessment | 12 | 13 | 13 | 13 |
| | - Fraud risk assessment | 12 | 13 | 13 | 13 |
| Facilitated control self assessment workshops at departments | Number of control self assessment workshops | 180 | 210 | 220 | 220 |

PROGRAMME2: HUMAN RESOURCE SERVICES**Programme description**

Human Resources Services provides customer-centric, responsive, efficient and effective HR services to all the Gauteng Provincial Government (GPG) departments.

Programme objectives

In partnership with all stakeholders, the objectives of the programme are to:

1. Provide efficient Transactional Services through the reduction of service delivery costs and turn-around times, increased productivity in:

- The advertising, response handling, pre-screen and qualification checking of short listed candidates (employees) for the GPG departments;
- The administration of all basic conditions of employment and injury on duty (IOD) for all employees in the GPG;
- The administration of all employee exits in the GPG; and
- The provision of a one stop service for all Middle Management (MMS) and Senior Management Services (SMS) employees in the Province.

2. Provide specialised and efficient Consulting Services to the GPG Departments through:

- The provision of expert advice and support on the formulation of both organisational development and change management solutions;
- Technical advice and support on employee based development solutions and the provision of learning and development interventions for the empowerment and continued up-skilling of talent in the Province;
- The provision of labour relations training, support and advice and Employee Wellness programmes for a healthy work environment; and
- Draft HR Policy on request and provide Persal reports (demographics, leave statistics etc).

TABLE 7: SUMMARY OF PAYMENTS AND ESTIMATES HUMAN RESOURCE MANAGEMENT

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1. GM Office | 412 | 2,282 | 3,253 | 3,049 | 3,049 | 3,049 | 3,252 | 3,399 | 3,552 |
| 2. Talent Attraction Services | 14,844 | 6,033 | 8,001 | 11,120 | 9,887 | 9,887 | 9,217 | 9,631 | 10,065 |
| 3. Human Resource Administration | 21,076 | 83 | 11,921 | 14,698 | 16,398 | 14,444 | 14,826 | 15,493 | 16,190 |
| 4. Employee Exits | 5,257 | 5,185 | 6,648 | 7,922 | 7,154 | 1,954 | 6,956 | 7,269 | 7,597 |
| 5. HR Organizational Development | 14,497 | 7,579 | 11,374 | 15,120 | 13,316 | 7,154 | 15,182 | 15,865 | 16,579 |
| 6. Learning and Development | 8,737 | 11,337 | 10,627 | 13,632 | 11,246 | 13,316 | 14,314 | 14,958 | 15,631 |
| 7. Management Information Services | 4,631 | 3,316 | 3,205 | 4,109 | 4,103 | 11,246 | 3,106 | 3,245 | 3,391 |
| 8. Labour Relations | 12,608 | 33,518 | 23,873 | 12,500 | 19,340 | 23,443 | 9,504 | 9,932 | 10,379 |
| 9. Employee Wellbeing & Assessment Centre | | | | | | | 4,997 | 5,224 | 4,990 |
| Total payments and estimates: Human Resource Services | 82,062 | 69,333 | 78,902 | 82,150 | 84,493 | 84,493 | 81,354 | 85,018 | 88,374 |

The programme's expenditure grows by R6.312 million between 2004/05 and 2010/11 due to the Learning and Development growing by R6.894 million, followed by Employee Wellbeing and Assessment Centre growing by R4.990 million and GM Office growing by R3.140 million as well as Employee Exits and HR Organizational Development growing by R2.340 million and R2.082 million, respectively. This growth is mainly driven by the roll-out of E-learning to GPG departments, the implementation of the use of mobile technology for job applications as well as the implementation of the Employee Wellbeing Programme across the GPG departments. However, other sub-programmes have seen a negative growth rate during the period under review and they include, Talent Attraction Services, Human Resource Administration, Management Information Services and Labour Relations experience a negative expenditure growth amounting to R4.779 million, R4.886 million, R1.240 million and R2.229 million, respectively. The automation of some of the human resource services and the implementation of some cost effective methods for the advertisements are the biggest contributor to this trend.

TABLE 8: SUMMARY OF ECONOMIC CLASSIFICATION HUMAN RESOURCE SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 79,572 | 64,767 | 77,305 | 81,372 | 83,601 | 83,601 | 79,942 | 83,543 | 86,832 |
| Compensation of employees | 53,860 | 44,057 | 54,195 | 62,895 | 58,290 | 58,290 | 65,851 | 68,815 | 71,911 |
| Goods and services | 25,712 | 20,710 | 23,110 | 18,477 | 25,311 | 25,311 | 14,091 | 14,728 | 14,921 |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 61 | | | | | | |
| Provinces and municipalities | | | | | | | | | |
| Departmental agencies and accounts | | | 5 | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 56 | | | | | | |
| Payments for capital assets | 2,490 | 4,566 | 1,536 | 778 | 892 | 892 | 1,412 | 1,475 | 1,542 |
| Buildings and other fixed structures | | | | | | | | | |
| Machinery and equipment | 2,379 | 4,566 | 1,474 | 778 | 892 | 862 | 1,412 | 1,475 | 1,542 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | 111 | | 62 | | | 30 | | | |

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---------------------------------------|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: | | | | | | | | | |
| Human Resource Services | 82,062 | 69,333 | 78,902 | 82,150 | 84,493 | 84,493 | 81,354 | 85,018 | 88,374 |

The programme's expenditure on compensation of employees grows by 2.7 percent on average between 2004/05 and 2007/08 and by 7.3 percent over the medium term due to the programme's staff complement growing from 209 in 2004/05 to 325 in 2010/11. The goods and services expenditure sees a negative average growth of 0.5 percent between 2004/05 and 2007/08 and of 16.2 percent over the medium term due to the automation and implementation of cost saving measures for the advertisement of vacancies. Capital expenditure also records a negative average growth of 29 percent between 2004/05 and 2007/08 while over the medium term expenditure grows by 20 percent due to the acquisition of new computer equipment for the new staff members and the replacement of old computer equipment for the existing staff members.

KEY OUTPUT AND SERVICE DELIVERY MEASURES

Human Resource Services

| Measurable Output | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|---|---|--|--|--|--|
| | | | 2008/09 | 2009/10 | 2010/11 |
| Reduction in the turn around times | All applications processed and distributed timeously | Within 5 days of the closing date, subject to volumes-SLA | Within 4 days of the closing date, subject to volumes-SLA | Within 4 days of the closing date, subject to volumes-SLA | Within 4 days of the closing date, subject to volumes-SLA |
| Increase service offering | Qualifications and reference checking | Within 3 working days of request for local and 5 working days for international checks | Within 3 working days of request for local and 5 working days for international checks | Within 3 working days of request for local and 5 working days for international checks | Within 3 working days of request for local and 5 working days for international checks |
| | Improved statistical and business intelligence (BI) reporting | Bi-annual BI reports compiled and submitted to clients | Quarterly BI reports compiled and submitted to clients | Monthly BI reports compiled and submitted to clients | Monthly BI reports compiled and submitted to clients |
| | Mobile Application System | Piloted and roll out to GPG | Fully implemented and enhanced | Implemented with continuous enhancement | Sustained |
| Reduction in the turn around times in the processing of transaction | Processed within 3 days for non-leave transactions | 100% processed on time | 100% within 2 days | 100% within 2 days | 100% within 2 days |
| | Leave forms processed within 5 days of receipt | 100% processed on time | 100% processed within 3 days | 100% within 3 days | 100% within 3 days |
| | IOD requests within 5 days of receipt | 99% processed on time | 99% processed on time | 99% processed on time | 100% processed on time |
| Continuous productivity improvement | % Automation of R&R transactions | 100% of leave and IOD automated | Automation of all remaining transactions | 100% of R&R transactions automated | 100% of R&R transactions automated |
| | Reduced error rate in mandate implementation | 90% reduction in the error rate | 95% reduction in the error rate | 98% reduction in the error rate | 100% reduction in the error rate |
| | Employee/client queries or complaints reduced | 70% reduction of the complaints | 95% reduction of the complaints | 98% reduction of complaints | 100% reduction of complaints |
| | Overall service Level achievement | 95% overall SLA achievement | 98% overall SLA achievement | 98% overall SLA achievement | 100% overall SLA achievement |
| Conditions of service mandates implanted: - correctly - on time | % of correctly completed mandates. | 100% correctly completed within 2 days 98% reduction in error rate | 100% correctly completed within 2 days 100% reduction in error rate | 100% correctly completed within 2 days 100% reduction in error rate | 70% correctly completed within 1 day 100% reduction in error rate |
| | % of requests completed | 100% of requests completed | 100% of requests completed | 100% of requests completed | 100% of requests completed |
| Structured salary packages for SMS & MMS managers. | % of correctly completed mandates. | 100% | 100% | 100% | 100% |
| | % of mandates processed within the SLA. | 100% | 100% | 100% | 100% |

| Measurable Output | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|--|---|---|--|--|---|
| | | | 2008/09 | 2009/10 | 2010/11 |
| Electronic self-service rolled out for managers | All managers have access to the electronic self service | 100% have access | 100% have access | 100% have access | 100% have access |
| | % utilisation of the self service | 80% utilisation | 100% utilisation | 100% utilisation | 100% utilisation |
| Timely terminated employment contracts | % of cases terminated within 2 days | 95% | 97% | 98% | 98% |
| | % of cases paid within 3 days of leave audit | 2 days from date of receipt of leave audit. | 2 days from date of receipt of leave audit. | 2 days from date of receipt of leave audit. | 2 days from date of receipt of leave audit. |
| Efficient and timely payment of pension benefits | % of cases forwarded to GEPP within SLA | Within 8 days of receipt | Within 5 days of receipt | Within 5 days of receipt | Within 5 days of receipt of complete set of documents |
| | % of rejected cases from GEPP | 95% reduction on the baseline | 98% reduction | 98% reduction | 98% reduction |
| | Conduct presentation on pension process | 48 | 48 | 48 | 48 |
| Provision of proactive termination processes | Circulated quarterly reports. | 4 | 4 | 4 | 4 |
| | % number of interviews conducted of all exits | 80% of all management exits | 80% of all management exits | 80% of all management exits | 100% of All management exits |
| | Exit interview reports compiled and submitted to Departments | 100% of all interviews | 100% of all interviews | 100% of all interviews | 100% of avoidable terminations |
| | Established GEPP offices within GPG | Approval of concept to establish GEPP offices | Functional GEPP offices established within GPG | Functional GEPP offices established within GPG | Functional GEPP offices established within GPG |
| Effective HR communication, CRM and information in the GPG | % number of HR intelligence reports produced | 100% service level achievement | 100% service level achievement | 100% service level achievement | 100% service level achievement |
| | number of newsletters | 12 newsletters | 12 newsletters | 12 newsletters | 12 newsletters |
| | % number of circulars distributed on time | 100% of all issued circulars | 100% of all issued circulars | 100% of all issued circulars | 100% of all issued circulars |
| | % customer satisfaction on services provided | 70% customer satisfaction | 80% customer satisfaction | 95% customer satisfaction | 98% customer satisfaction |
| Organisation structures designed for Departments | % departmental structures aligned to strategies | 100% of all mandates received | 100% received mandates | 100% of received mandates | 100% of received mandates |
| | Number of business processes design and aligned to structure | 100% of all received mandates | 100% of all received mandates | 100% of all received mandates | 100% of all received mandates |
| | % achievement of the SLA/ Letter Of Engagement | 100% achievement | 100% achievement | 100% achievement | 100% achievement |
| Job evaluation services provided to all GPG Departments | % Job evaluations completed in SLA | 100% of all mandates in SLA | 100% of all mandates in SLA | 100% of all mandates in SLA | 100% of all mandates in SLA |
| | %GPG jobs profiled and documented | 100% jobs profiled | 100% jobs profiled | 100% jobs profiled | 100% jobs profiled |
| Organisation development services provided to GPG departments | % achievement of SLA of OD and change management services delivered | 100% achievement | 100% achievement | 100% achievement | 100% achievement |
| | Number on billable hours per Consultant | 90% of consulting hours | 100% of consulting hours | 100% of consulting hours | 100% of consulting hours |
| Establishment implementation in line with regulatory framework | % achievement of SLA of post establishment implementation and maintenance | 100% achievement | 100% achievement | 100% achievement | 100% achievement |

| Measurable Output | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|---|--|--|-----------------------------------|---------------------------------|---------------------------------|
| | | | 2008/09 | 2009/10 | 2010/11 |
| Training and development programmes delivered | % achievement of SLA of post establishment implementation and maintenance | 16 programmes | 20 programmes | 30 programmes | 30 Programmes |
| | Number of GPG employees trained | 16 programmes | 20 programmes | 30 programmes | 30 Programmes |
| | Number of training and development programmes delivered via E-Learning | 25 000 employees | 30 000 employees | 50 000 employees | 40 000 employees |
| | Number of training and development programmes delivered via E-Learning | 10% of training delivered | 15% of training delivered | 25% of training delivered | 35 % of training delivered |
| | Training programmes accredited | 100% of the training programmes | 100% of the training programmes | 100% of the training programmes | 100% of the training programmes |
| Provision & administration of employee development programmes | The GPG bursary scheme in place and efficiently administered. | 90% of Departments on board | 100% of Departments on board | 100% of Department on board | 100% of Departments on board |
| Employee/Career management solutions and strategies developed and implement | Career management policies, methodologies and strategies in place by Department | 100% developed as per request | 100% developed as per request | 100% developed as per request | 100% developed as per request |
| | % customer satisfaction | 100 %satisfaction | 100% satisfaction | 100% satisfaction | 100% satisfaction |
| | Number of Learnerships implemented in GPG | 6% of total GPG staff | 8% of total GPG staff | TBD | 10% |
| | ABET programme implement | Compliance 6050 (6.4%) implemented) | Compliance 9213 to be implemented | 100% of Departments | 100% of Departments |
| Labour relations services, advice and support provided to all GPG departments | Misconduct and disciplinary resolved within SLA | Within 30 days | Within 30 days | Within 30 days | Within 30 days |
| | GPG disputes resolved within the SLA | 75% of cases | 80% of cases | 90% of cases | 100% of cases |
| | %/number of line managers discipline management trained in discipline management | 1200 line managers | 2000 line managers | 2500 line managers | |
| | Advisory services established and rolled out | Services established and 50% utilisation | 70% utilisation | 90% utilisation | 100% utilisation |

PROGRAMME 3: PROCUREMENT SERVICES

Programme description

The aim of this business unit is to provide procurement related services to GPG customers. This will be done through a customer-focused and socio-economically responsible manner; using technology as a key enabler in automating, standardizing and streamlining processes; and developing Procurement's human capital with an end to fulfilling the GSSC vision of being a world class provider of support services in the public sector.

Programme objectives

The Procurement Business Unit's objectives are to:

- Develop and implement sourcing strategies that will assist GPG departments purchase goods and services effectively and from suppliers, balancing financial efficiency with socio-economic outcomes.
- Develop and govern client department and Supplier business agreements over the lifecycle of the contracts ensuring that the involved parties fully meet their respective obligations in order to deliver the business and operational objectives required from the contracts.
- Manage the buying of quality goods and services at the right price, for delivery at the right time, in the right quantity and from the right source.
- Promote viable working relationships with vendors, specifically Black Economic Empowerment / Small Medium and Micro Enterprise vendors (BEE / SMME), in support of GPG's BBBEE Strategy by focusing on balancing commercial imperatives with social responsibility.
- Optimize and support the utilization of procurement processes and systems, including updating and maintaining the materials catalogue and providing tender administration services.

TABLE 9: SUMMARY OF PAYMENTS AND ESTIMATES PROCUREMENT SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1. GM Office | 5,184 | 1,761 | 3,279 | 1,684 | 1,684 | 13,091 | 10,550 | 11,025 | 11,521 |
| 2. Strategic Sourcing & Contracts Management | 43,305 | 35,089 | 40,698 | 46,430 | 46,430 | 30,087 | 41,539 | 43,408 | 45,361 |
| 3. Vendor Management | 5,628 | 6,700 | 5,537 | 9,085 | 9,085 | 7,208 | 11,406 | 11,919 | 12,455 |
| 4.: Procurement Support | 5,171 | 8,225 | 8,662 | 9,607 | 9,607 | 16,420 | 11,762 | 12,291 | 12,844 |
| 5.: Market Research | | | | | | | 2,859 | 2,987 | 3,122 |
| 6.: Financial Risk & Escalation | | | | | | | 2,865 | 2,994 | 3,129 |
| Total payments and estimates: Procurement Services | 59,288 | 51,775 | 58,176 | 66,806 | 66,806 | 66,806 | 80,981 | 84,625 | 88,433 |

Between 2004/05 and 2010/11 expenditure for the programme grows by R29.145 million due to Procurement Support which is growing by R7.673 million, followed by Vendor Management growing by R6.827 million as well as GM Office growing by R6.337 million. The establishment of Market Research and Financial Risk and Escalation in 2008/09 also contributes to the programme's expenditure growth.

This therefore resulted to expenditure growing by 4.1 percent on average between 2004/05 and 2007/08 due to implementation of the SAP/3 system, establishment of the BEE SMME portal as well as the implementation of an electronic roster system that facilitates the rotation of suppliers in the vendor database. Over the medium term, expenditure will grow by 9.8 percent due to the planned roll-out of the P-Card and Travel Card as well as the implementation of Phase 2 and 3 of SAP Supplier Relationship Management.

TABLE 10: SUMMARY OF ECONOMIC CLASSIFICATION PROCUREMENT SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 57,735 | 50,535 | 57,032 | 65,230 | 66,250 | 66,250 | 80,080 | 83,683 | 87,449 |
| Compensation of employees | 42,067 | 36,318 | 45,999 | 39,052 | 50,255 | 50,255 | 55,361 | 57,852 | 60,455 |
| Goods and services | 15,668 | 14,217 | 11,033 | 26,178 | 15,995 | 15,995 | 24,719 | 25,831 | 26,994 |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 336 | | | | | | |
| Provinces and municipalities | | | 10 | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Universities and technikons Public corporations and private enterprises Foreign governments and international organizations Non-profit institutions Households | | | 326 | | | | | | |
| Payments for capital assets | 1,553 | 1,240 | 808 | 1,576 | 556 | 556 | 901 | 942 | 984 |
| Buildings and other fixed structures Machinery and equipment Cultivated assets Software and other intangible assets Land and subsoil assets | 1,553 | 1,240 | 808 | 1,576 | 556 | -420 976 | 901 | 942 | 984 |
| Total economic classification: Procurement Services | 59,288 | 51,775 | 58,176 | 66,806 | 66,806 | 66,806 | 80,981 | 84,625 | 88,433 |

Analysis of expenditure by economic classification shows that compensation of employees' accounts for an average of 71.5 percent of the total programme expenditure and this represents growth of 6.1 percent between 2004/05 and 2007/08 and 6.4 percent in the medium term. Goods and services average share of the total budget during the period under review is only 26.9 percent. This category only grew by 0.7 percent on average between 2004/05 and 2007/08 and by 19.1 percent over the medium term.

KEY OUTPUT AND SERVICE DELIVERY MEASURES

Procurement Services

| Measurable Output | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|---|---|---|---|---|---|
| | | | 2008/09 | 2009/10 | 2010/11 |
| Improve operational excellence with a strong focus on cost reduction. | Budget reductions in real terms Percentage decrease SLA /cycle times | Not currently being tracked 25% | 10% 5% | 7% 5% | 5% 5% |
| Increase contract negotiable spend | Percentage of compliance | 60% of total spend is channeled through negotiable contracts. | 70% of total spend is channeled through negotiable contracts. | 80% of total spend is channeled through negotiable contracts. | 90% of total spend is channeled through negotiable contracts. |
| Implement SAP SRM Phases 2 & 3 of SAP to enhance the supplier experience & collaboration. | Full project implementation | Not currently being tracked | 100% successful project implementation | 50% adoption | 60% adoption |

| | | | | | |
|--|---|---|--|---|---|
| Roll-out the P-Card and Travel Card to a larger base of our customers and suppliers to reduce paperwork and processing costs associated with low-value, high volume purchases. | Full project implementation | Pilot phase | 10% user adoption | 30% user adoption | 50% user adoption |
| Implement Pre-qualification and Accreditation process, focusing on the Enablement Plan targeted commodities | Pre-qualify vendors aligned with Enablement Plan for new Term Agreements & Value Team focus areas | 50% of vendors pre-qualified by March 2008 | 70% of vendors pre-qualified by March 2009 | 90% of vendors pre-qualified by March 2010 | 90% of vendors pre-qualified by March 2011 |
| Reduce SLA and turnaround times | Purchase Orders placed (<R 200,000 per case) RFP turnaround times | 7 working days from Requisition to Purchase Order. 120+ days | 5 working days from requisition to purchase order. 109 days | 2 working days from requisition to purchase order. 90 days | 2 working days from requisition to purchase order. 90 days |
| Develop a system-based catalogue of goods and services on SAP | Commodity items on SAP catalogue | 50,000 commodity items on catalogue | 70,000 commodity items on catalogue | 90,000 commodity items on catalogue | 100,000 commodity items on catalogue |
| Actively contribute to the achievement of the GPG Preferential Procurement target. | BBBEE tracking/compliance index against targets | Preferential spend at 50% of total Procurement spend | Preferential spend at 60% of total Procurement spend. | Preferential spend at 70% of total Procurement spend. | Preferential spend at 70% of total Procurement spend. |

PROGRAMME 4: FINANCE SERVICES

Programme description

The aim of finance services unit is to provide effective enterprise-wide transversal financial service for GPG and public sector.

Programme objectives

- To provide effective and efficient cash book services for GPG departments;
- To provide an effective and sound financial accounting services for GPG departments;
- To provide timeous and accurate suppliers payments for GPG departments;
- To provide a service for collection of debts for GPG departments;
- To provide effective and quality payroll services for the GPG departments.

TABLE 11: SUMMARY OF PAYMENTS AND ESTIMATES FINANCIAL SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1. GM Office | 376 | 403 | 3,540 | 3,353 | 3,353 | 3,353 | 4,496 | 4,698 | 4,909 |
| 2. Cash Book | 6,891 | 6,708 | 6,054 | 7,089 | 7,015 | 7,015 | 7,639 | 7,982 | 8,342 |
| 3.General Accounting | 5,425 | 5,353 | 4,705 | 5,916 | 6,072 | 6,072 | 9,219 | 9,634 | 10,067 |
| 4.Accounts Payable | 14,162 | 11,395 | 14,336 | 16,007 | 16,510 | 16,510 | 15,168 | 15,851 | 16,564 |
| 5.Payroll Administration | 26,042 | 17,728 | 16,265 | 17,800 | 17,587 | 17,587 | 17,998 | 18,808 | 19,654 |
| 6.Debts Management | 8,259 | 6,394 | 8,503 | 10,092 | 9,405 | 9,405 | 10,301 | 10,764 | 11,249 |
| 7.Super Users | 5,914 | 4,689 | | | | | | | |
| 8.ERP (Quality Assurance) | 617 | 1,801 | 905 | | | | | | |
| Total payments and estimates: Finance Services | 67,686 | 54,471 | 54,308 | 60,257 | 59,942 | 59,942 | 64,820 | 67,737 | 70,785 |

Between 2004/05 to 2010/11 the Programme 4: Finance Services expenditure grows by R3.099 million. Sub-programmes that have seen the largest increase include General Accounting (R4.642 million), followed by GM Office (R4.533 million) as well as Debts Management (R2.990 million). Payroll Administration has seen a negative growth rate of R6.388 million during the period under scrutiny. The overall expenditure for this programme will grow by 5.7 percent between 2007/08 and 2010/11.

TABLE 12: SUMMARY OF ECONOMIC CLASSIFICATION FINANCIAL SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 66,108 | 53,757 | 53,413 | 59,175 | 59,565 | 59,565 | 64,421 | 67,321 | 70,350 |
| Compensation of employees | 46,679 | 42,346 | 46,380 | 46,362 | 51,660 | 51,660 | 57,921 | 60,528 | 63,251 |
| Goods and services | 19,429 | 11,411 | 7,033 | 12,813 | 7,905 | 7,905 | 6,500 | 6,793 | 7,099 |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 312 | | | | | | |
| Provinces and municipalities | | | 13 | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 299 | | | | | | |
| Payments for capital assets | 1,578 | 714 | 583 | 1,082 | 377 | 377 | 399 | 416 | 435 |
| Buildings and other fixed structures | | | | | | | | | |
| Machinery and equipment | 1,578 | 714 | 583 | 1,082 | 377 | 353 | 399 | 416 | 435 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | | | | | 24 | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: | | | | | | | | | |
| Finance Services | 67,686 | 54,471 | 54,308 | 60,257 | 59,942 | 59,942 | 64,820 | 67,737 | 70,785 |

It is worth highlighting that bulk of this programme expenditure goes to compensation of employees' which takes up to 83.8 million and goods and services accounts for average of 15.1 percent between 2004/05 and 2010/11 financial years. The expenditure for compensation of employees' grew by 3.4 percent on average between 2004/05 and 2007/08 and by 7 percent on average over the medium term. The goods and services expenditure grew by negative 25.9 percent between 2004/05 and 2007/08 and by negative 3.5 percent over the medium, while capital expenditure sees expenditure growing by negative 37.9 percent between 2004/05 and 2007/08 and by 4.9 percent over the medium.

KEY OUTPUT AND SERVICE DELIVERY MEASURES

Finance Services

| Measurable Output | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|---|---|--------------------------------|--------------------------------|-----------------------------|-----------------------------|
| | | | 2008/09 | 2009/10 | 2010/11 |
| Provide bank reconciliations on a monthly basis. | Timely provision of bank reconciliations | 7 days of month-end closing | 7 days of month-end closing | 7 days of month-end closing | 7 days of month-end closing |
| Processing of receipts | Timely and accurate recording of receipts | 8 hours after receipt from DMC | 8 hours after receipt from DMC | Automated process | Automated process |
| Reconcile ledger accounts for GPG | Balance not older than 30 days | 95% | 97% | 97% | 97% |
| Month- and year-end closure for GPG | Number of successful closures | 100% | 100% | 100% | 100% |
| Payments to the suppliers of goods and services as per SLA's (SLA: SMME's: 14 days from receipt of invoice Other suppliers: 30 days from receipt of invoice) | % of compliance | N/A | 99% | 99% | 99% |
| Collect GPG employee, ex-employee and supplier debts | % collected | 45% collection | 50% collection | 55% collection | 60% collection |
| Payments of salary related allowances to GPG employees as per SLA | % compliance with SLA's | 98% | 99% | 99% | 99% |
| Timely and accurate payment of salaries to all GPG contract workers | % of employees paid to total employees | 99% | 99% | 99% | 99% |

PROGRAMME 5: TECHNOLOGY SUPPORT SERVICES

Programme description

Technology Support Services (TSS) is responsible for all transversal or cross departmental Information and Communications Technology (ICT) infrastructure. This infrastructure includes applications, networks, hardware, software and any other ICT related assets. It is the responsibility of TSS to manage these assets on a daily basis to ensure an adequate ICT enabled working environment for all departments using this cross departmental infrastructure. From a functional perspective, TSS is organized in a way that forms a value chain of the different sub-programmes. These key areas are operations management, applications management, programme management, planning & architecture, service management and information security.

Programme objectives

- To develop GPG – wide enterprise architecture framework in collaboration with the departmental chief Information officers;
- To ensure the continual update of departmental Master System Plans as the basis of how IT support each GPG department;
- To establish quality assurance mechanisms for IT changes;
- To create centrally coordinated ICT projects office for the GPG;
- To improve IT service management through the implementation of best practise processes across GPG;
- To manage the GPG Wide ICT infrastructure to provide an optimal, flexible and secure environment that meets business needs and

- To manage the GPG Wide DRP infrastructure to provide an optimal, flexible and alternate environment to be utilised in cases of disaster.

TABLE 13: SUMMARY OF PAYMENTS AND ESTIMATES TECHNOLOGY SUPPORT SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1: GM Office | 619 | 547 | 2,641 | 1,246 | 3,646 | 3,646 | 3,600 | 3,762 | 3,931 |
| 2: Service Management | 2,900 | 3,306 | 4,159 | 3,440 | 4,118 | 4,118 | 5,011 | 5,237 | 5,473 |
| 3: Planning & Architecture | 4,086 | 9,062 | 5,894 | 8,000 | 6,901 | 6,901 | 8,523 | 8,907 | 9,307 |
| 4: Programme Management | 49,612 | 6,780 | 4,507 | 5,542 | 5,500 | 5,500 | 5,233 | 5,469 | 5,715 |
| 5: Application Management | 64,220 | 29,368 | 78,604 | 102,304 | 100,505 | 100,505 | 92,746 | 96,919 | 105,281 |
| 6: Information Security | 1,147 | 2,183 | 1,799 | 3,947 | 39,947 | 39,947 | 11,796 | 15,655 | 16,521 |
| 7: Operations Management | 99,134 | 177,025 | 115,811 | 136,000 | 133,447 | 133,447 | 96,630 | 100,978 | 109,522 |
| 8: E-Government | | 44,047 | 83,740 | 316,000 | 316,000 | 316,000 | 417,000 | 468,000 | 504,500 |
| Total payments and estimates: Technology Support Services | 221,718 | 272,318 | 297,155 | 576,479 | 610,064 | 610,064 | 640,539 | 704,927 | 760,250 |

It is important to point out that Programme 5: Technology Support Services constitutes about 50 percent of the department's total expenditure. Between 2004/05 and 2010/11 this programme's expenditure grows by R538 million. It can be seen in table 13 that significant increases in appropriations have been witnessed for sub-programme E-Governance R460 million between 2005/06 and 2010/11. Sub-programme Application Management has seen an increase of R41.061 million while Programme Management decreased by R43.897 million between 2004/05 and 2010/11.

The overall expenditure for this programme grew by 40.1 percent on average from 2004/05 to 2007/08 and is expected to grow by 7.6 over the medium term.

TABLE 14: SUMMARY OF ECONOMIC CLASSIFICATION TECHNOLOGICAL SUPPORT SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 202,766 | 235,673 | 287,553 | 562,395 | 506,780 | 507,167 | 612,594 | 678,399 | 728,114 |
| Compensation of employees | 33,709 | 42,510 | 48,492 | 47,792 | 55,683 | 56,174 | 62,994 | 67,424 | 71,963 |
| Goods and services | 169,057 | 193,163 | 239,061 | 514,603 | 451,097 | 450,993 | 549,600 | 610,975 | 656,151 |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 14 | | | | | | |

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Provinces and municipalities | | | 11 | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 3 | | | | | | |
| Payments for capital assets | 18,952 | 36,645 | 9,588 | 14,084 | 103,284 | 102,897 | 27,945 | 26,528 | 32,136 |
| Buildings and other fixed structures | | | | | | | | | |
| Machinery and equipment | 11,000 | 36,631 | 9,332 | 14,084 | 103,284 | 102,742 | 27,945 | 26,528 | 32,136 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | 7,952 | 14 | 256 | | | 155 | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: Technology Support Services | 221,718 | 272,318 | 297,155 | 576,479 | 610,064 | 610,064 | 640,539 | 704,927 | 760,250 |

Table 14 depicts the trends in actual expenditure and appropriations by economic classification for programme 5: Technology Support Services, and it is evident that the main cost drivers under this programme is compensation of employees' accounting for average of 80.1 percent. Compensation of employees' share of the programme budget is 12 percent during the period under review. Compensation of employees' expenditure grew by average of 18.8 percent between 2004/05 and 2007/08 and 8.6 percent over the medium term. Goods and services' expenditure grew by 38.7 percent between 2004/05 and 2007/08 and is expected to grow 13.3 percent over the medium term.

KEY OUTPUT AND SERVICE DELIVERY MEASURES

Technology Support Services

| Measurable Output | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|--|---|--|--|--|--|
| | | | 2008/09 | 2009/10 | 2010/11 |
| Main Operational Systems Systems availability and uptime • Transversal systems (subject to SITA SLA) • SAP • E-mail • Internet access • Other GSSC hosted applications like Livelink, Rightfax, departmental websites, GPG wide portal, Drivers license booking system, etc. | % availability | 95% availability | 96% availability | 97% availability | 97% availability |
| Connectivity Infrastructure Connectivity availability and managed bandwidth for: • Wide Area Network (WAN) • Metropolitan Area Network (MAN) • GSSC Managed Local Area Networks (LAN) • GSSC Managed Telephony | % availability | 95% availability | 96% availability | 97% availability | 97% availability |
| DRP Systems availability as per agreed turnaround time for switching operations | DRP Tests | 1 DRP test report every second quarter | 1 DRP test report every second quarter | 1 DRP test report every second quarter | 1 DRP test report every second quarter |
| DMZ Administration DMZ uptime and availability | % availability | 95% availability | 96% availability | 97% availability | 97% availability |
| Systems Backup Secure and recoverable systems backup with offsite storage | Daily backup execution - Success rate | 100% daily execution | 100% daily execution | 100% daily execution | 100% daily execution |
| IT Changes Technology change management | Number of unauthorized changes | 0 unauthorized changes | 0 unauthorized changes | 0 unauthorized changes | 0 unauthorized changes |
| Service Management Service Level Management | SLA | SLA adherence | SLA adherence | SLA adherence | SLA adherence |
| Infrastructure Infrastructure support | Turnaround time | SLA adherence | SLA adherence | SLA adherence | SLA adherence |
| Applications Support High Application Availability meeting business identified requirements | % uptime | 95% | 96% | 97% | 97% |
| Applications Development Implement quality applications | On time delivery of applications | 95% on time delivered | 96% on time delivered | 97% on time delivered | 97% on time delivered |
| Integrated Master Systems Plan Development and maintenance of a Provincial Integrated Master Systems Plan | Number of departments completed | Created plan for all departments | Review plan for all departments | Review plan for all departments | Review plan for all departments |
| GPG Wide Project – DRP rollout Access to transversal services in DRP site | No of departments migrated into the DR site | GSSC | 4 departments | 4 departments | 4 departments |
| GPG Wide Project – Portal Development and implementation of Use Cases | Number of use cases | 8 | 8 | 8 | 8 |

| Measurable Output | Performance Indicator/ Measure | 2007/08 Estimate | Performance Targets | | |
|---|---|------------------------------------|--|---|-----------------------------------|
| | | | 2008/09 | 2009/10 | 2010/11 |
| IT Security Policies, Implementation of IT Security Policies | Number of policies reviewed by business per year | 100% reviewed | 100% reviewed | 100% reviewed | 100% reviewed |
| Implementation of Enterprise content management | Number of implementations of modules within departments | 4 departments Review-ECM Strategy | 4 departments Review-ECM Strategy | 4 departments Review-ECM Strategy | Review-ECM Strategy |
| Architecture Develop an Integrated GPG wide ICT systems Portfolio | % Completion | 100% Portfolio review | 100% Portfolio review | 100% Portfolio review | 100% Portfolio review |
| Consolidation of hardware and applications infrastructure | Reduction in data centers and servers | Blue print and implementation plan | 10 % reduction in data centres and servers | 10% reduction in data centres and servers | Review strategy |
| Service Management Provide an updated service catalogue | Updated and reviewed service catalogue | Review service catalogue annually | Review service catalogue annually | Review service catalogue annually | Review service catalogue annually |

PROGRAMME 6: CORPORATE AFFAIRS

Programme description

Corporate Services focuses on adding value to the GSSC by providing high quality administrative support to the various GSSC business units, thereby significantly contributing to the efficiency and effectiveness of the GSSC.

Programme objectives

- To provide internal support services enabling the 6 externally-oriented business units so that they in turn can efficiently and cost-effectively service other GPG departments;
- To provide effective and professional back-office support services in the following areas;
- Internal HR and Auxiliary Services (including retention, Employee relations, HR Planning, Maintenance services, Facility Support Services);
- Legal Services (including providing legal advice, drafting contracts and legal documents, litigation management, monitoring compliance);
- Risk Management Services (Risk mitigation, Business Continuity monitoring);
- Communications;
- Customer Management Services (GPG Customer Contact Centre, Customer Relations Management and Document/Records Management Centre);
- Strategy and Innovation;
- Security Services.

TABLE 15: SUMMARY OF PAYMENTS AND ESTIMATES CORPORATE AFFAIRS

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1. Office of the MEC | | 215 | 30 | 250 | 250 | 250 | 263 | 275 | 287 |
| 2. Office of the CEO | | 51,312 | 129,864 | 104,270 | 142,264 | 140,756 | 79,032 | 83,054 | 101,477 |
| 3. Office of the COO | | | | | | | 6,530 | 6,824 | 7,131 |
| 4. Office of the CFO | | 8,055 | 7,507 | 8,418 | 11,309 | 9,554 | 17,091 | 17,860 | 18,664 |
| 5. Corporate Services | | 34,688 | 52,159 | 30,779 | 35,150 | 38,413 | 30,405 | 30,842 | 30,269 |
| 6. Customer Management Services | | | | | | | 85,910 | 22,465 | 23,472 |
| Total payments and estimates: Corporate Services | | 94,270 | 189,560 | 143,717 | 188,973 | 188,973 | 219,231 | 161,320 | 181,300 |

Table 15 represents trends in growth of actual expenditure and appropriations for Programme 6: Corporate Affairs. This programme was established in 2005/06 in order to centralise all the department's internal support functions. Still in the same year, the department saw the establishment of the Wynburg call centre, which is housed within Programme 6. Actual expenditure and appropriations in this programme have risen by R87.030 million between 2005/06 and 2010/11 financial years, this has been driven largely by Offices of the CEO and CFO, by R50.165 million and R10.609 million respectively. Between 2005/06 and 2010/11 Corporate Services budget has seen a decrease of R4.419 million in the budget. This therefore resulted to the programme's expenditure growing 101 percent in 2006/07.

TABLE 16: SUMMARY OF ECONOMIC CLASSIFICATION CORPORATE AFFAIRS

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | | 72,561 | 179,553 | 105,318 | 179,724 | 179,724 | 214,171 | 156,114 | 175,863 |
| Compensation of employees | | 37,747 | 42,654 | 39,371 | 49,512 | 49,512 | 72,962 | 75,683 | 78,103 |
| Goods and services | | 34,814 | 136,899 | 65,947 | 130,212 | 130,212 | 141,209 | 80,431 | 97,760 |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 808 | | | | | | |
| Provinces and municipalities | | | 10 | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 798 | | | | | | |
| Payments for capital assets | | 21,709 | 9,199 | 38,399 | 9,249 | 9,249 | 5,060 | 5,206 | 5,437 |
| Buildings and other fixed structures | | | | | | | | | |
| Machinery and equipment | | 21,709 | 9,199 | 38,399 | 9,249 | -751 | 5,060 | 5,206 | 5,437 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | | | | | 10,000 | | | |

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--------------------------------|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: | | | | | | | | | |
| Corporate Services | | 94,270 | 189,560 | 143,717 | 188,973 | 188,973 | 219,231 | 161,320 | 181,300 |

Actual expenditure and appropriations by economic classification are highlighted in table 16. Goods and services takes up 57.7 percent of the programme’s budget, followed by compensation of employees with 35.3 percent.

PROGRAMME 6: PROGRAMME MANAGEMENT UNIT (PMU)

TABLE 17: SUMMARY OF PAYMENTS AND ESTIMATES: PROGRAMME MANAGEMENT OFFICE

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1. Programme Management Office | | 39,898 | 33,548 | 44,142 | | | | | |
| Total payments and estimates: Programme Management Unit (PMU) | | 39,898 | 33,548 | 44,142 | | | | | |

The PMU was established in 2005/06 financial to provide programme management support to GPG departments during the implementation of their projects. However, an executive decision was taken during the 2007/08 financial year to transfer the unit and resources to the Department of Public Transport, Roads and Works.

TABLE 18: SUMMARY OF ECONOMIC CLASSIFICATION: PROGRAMME MANAGENT OFFICE

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | | 22,538 | 29,185 | 41,452 | | | | | |
| Compensation of employees | | 1,173 | 10,520 | 13,771 | | | | | |
| Goods and services | | 21,365 | 18,665 | 27,681 | | | | | |
| Interest and rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 3 | | | | | | |
| Provinces and municipalities | | | 3 | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | | | | | | | |
| Payments for capital assets | | 17,360 | 4,360 | 2,690 | | | | | |
| Buildings and other fixed structures | | | | | | | | | |
| Machinery and equipment | | | 4,102 | 2,690 | | | | | |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | 17,360 | 258 | | | | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: Programme Management Unit (PMU) | | 39,898 | 33,548 | 44,142 | | | | | |

Table 18 represents economic classification and suggests similar pattern to the programme information explained above.

7. OTHER PROGRAMME INFORMATION

7.1 Personnel numbers and cost

TABLE 19: PERSONNEL NUMBERS AND COSTS GAUTENG SHARED SERVICE CENTRE

| Personnel numbers | As at 31 March 2005 | As at 31 March 2006 | As at 31 March 2007 | As at 31 March 2008 | As at 31 March 2009 | As at 31 March 2010 | As at 31 March 2011 |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 1. Gauteng Audit Services | 163 | 165 | 136 | 220 | 220 | 220 | 220 |
| 2. Human Resources Services | 209 | 287 | 291 | 325 | 325 | 325 | 325 |
| 3. Procurement Services | 176 | 223 | 242 | 296 | 296 | 296 | 296 |
| 4. Finance Services | 297 | 322 | 330 | 349 | 349 | 349 | 349 |
| 5. Technological Support Services | 134 | 154 | 169 | 266 | 266 | 266 | 266 |
| 6. Corporate Affairs | 75 | 156 | 206 | 307 | 307 | 307 | 307 |
| 7. Programme Management Unit | | 10 | 37 | | | | |

| Personnel numbers | As at 31 March 2005 | As at 31 March 2006 | As at 31 March 2007 | As at 31 March 2008 | As at 31 March 2009 | As at 31 March 2010 | As at 31 March 2011 |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Total departmental personnel | 1,054 | 1,317 | 1,411 | 1,763 | 1,763 | 1,763 | 1,763 |
| Total departmental personnel cost (R thousand) | 205,952 | 239,553 | 286,483 | 304,753 | 358,311 | 375,469 | 392,883 |
| Unit cost (R thousand) | 195 | 182 | 203 | 173 | 203 | 213 | 223 |

TABLE 20: SUMMARY OF DEPARTMENTAL PERSONNEL NUMBERS AND COSTS

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Total for departmental | | | | | | | | | |
| Personnel numbers (head count) | 1,054 | 1,317 | 1,411 | 1,411 | 1,763 | 1,763 | 1,763 | 1,763 | 1,763 |
| Personnel cost (R thousands) | 205,952 | 239,553 | 286,483 | 293,402 | 304,262 | 304,753 | 358,311 | 375,469 | 392,883 |
| Human resources component | | | | | | | | | |
| Personnel numbers (head count) | 209 | 287 | 291 | 291 | 291 | 291 | 308 | 327 | 347 |
| Personnel cost (R thousands) | 18,896 | 40,446 | 41,898 | 62,895 | 62,895 | 62,895 | 63,374 | 69,711 | 73,894 |
| Head count as % of total for department | 20% | 22% | 21% | 21% | 17% | 17% | 17% | 19% | 20% |
| Personnel cost as % of total for department | 9% | 17% | 15% | 21% | 21% | 21% | 18% | 19% | 19% |
| Finance component | | | | | | | | | |
| Personnel numbers (head count) | 297 | 322 | 330 | 330 | 330 | 330 | 350 | 371 | 393 |
| Personnel cost (R thousands) | 21,929 | 35,008 | 34,317 | 46,362 | 46,362 | 46,362 | 57,921 | 58,400 | 61,901 |
| Head count as % of total for department | 28% | 24% | 23% | 23% | 19% | 19% | 20% | 21% | 22% |
| Personnel cost as % of total for department | 11% | 15% | 12% | 16% | 15% | 15% | 16% | 16% | 16% |
| Full time workers | | | | | | | | | |
| Personnel numbers (head count) | 621 | 743 | 892 | 892 | 892 | 892 | 946 | 1,002 | 1,062 |
| Personnel cost (R thousands) | 59,793 | 104,703 | 128,881 | 170,173 | 170,173 | 170,173 | 211,207 | 203,817 | 214,688 |

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Head count as % of total for department | 59% | 56% | 63% | 63% | 51% | 51% | 54% | 57% | 60% |
| Personnel cost as % of total for department | 29% | 44% | 45% | 58% | 56% | 56% | 59% | 54% | 55% |
| Part-time workers | | | | | | | | | |
| Personnel numbers (head count) | 177 | 359 | 284 | 284 | 284 | 284 | 301 | 319 | 338 |
| Personnel cost (R thousands) | 21,382 | 49,125 | 38,543 | 49,878 | 49,878 | 49,878 | 61,906 | 59,739 | 62,926 |
| Head count as % of total for department | 17% | 27% | 20% | 20% | 16% | 16% | 17% | 18% | 19% |
| Personnel cost as % of total for department | 10% | 21% | 13% | 17% | 16% | 16% | 17% | 16% | 16% |
| Contract workers | | | | | | | | | |
| Personnel numbers (head count) | 256 | 215 | 235 | 235 | 235 | 235 | 249 | 264 | 280 |
| Personnel cost (R thousands) | 21,887 | 43,251 | 53,489 | 73,351 | 73,351 | 73,351 | 91,038 | 87,852 | 92,537 |
| Head count as % of total for department | 24% | 16% | 17% | 17% | 13% | 13% | 14% | 15% | 16% |
| Personnel cost as % of total for department | 11% | 18% | 19% | 25% | 24% | 24% | 25% | 23% | 24% |

7.2 Training

TABLE 21: PAYMENTS ON TRAINING: GAUTENG SHARED SERVICE CENTRE

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| 1: Gauteng Audit Services of which Subsistence and travel | | 155 | 128 | 211 | 211 | 211 | 230 | 230 | 245 |
| Payments on tuition | | 155 | 128 | 211 | 211 | 211 | 230 | 230 | 245 |
| 2: Human Resources Services | | 138 | 167 | 317 | 317 | 317 | 320 | 330 | 335 |
| Subsistence and travel | | | | | | | | | |
| Payments on tuition | | 138 | 167 | 317 | 317 | 317 | 320 | 330 | 335 |
| 3: Procurement Services | | 306 | 29 | 200 | 200 | 200 | 200 | 200 | 220 |
| Subsistence and travel | | | | | | | | | |

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|-------------|------------|--------------------|------------------------|------------------|-----------------------|-------------|-------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Payments on tuition | | 306 | 29 | 200 | 200 | 200 | 120 | 175 | 190 |
| 4: Finance Services | | 134 | 34 | 410 | 410 | 410 | 380 | 385 | 400 |
| Subsistence and travel | | | | | | | | | |
| Payments on tuition | | 134 | 34 | 410 | 410 | 410 | 380 | 385 | 400 |
| 5: Technological Support Services | | 145 | 271 | 659 | 659 | 659 | 300 | 400 | 450 |
| Subsistence and travel | | | | | | | | | |
| Payments on tuition | | 145 | 271 | 659 | 659 | 659 | 300 | 400 | 450 |
| 6: Corporate Affairs | | 202 | 202 | 976 | 976 | 976 | 400 | 425 | 440 |
| Subsistence and travel | | | | | | | | | |
| Payments on tuition | | 202 | 202 | 976 | 976 | 976 | 400 | 425 | 440 |
| Total payments on training: GSSC | | 1080 | 831 | 2773 | 2773 | 2773 | 1830 | 1970 | 2090 |

TABLE 22: INFORMATION ON TRAINING: GAUTENG SHARED SERVICE CENTRE

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|----------------------------------|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Number of staff | 1,054 | 1,317 | 1,411 | 1,411 | 1,201 | 1,201 | 1,496 | 1,585 | 1,681 |
| Number of personnel trained | | 736 | 366 | 450 | 450 | 450 | 495 | 544 | 598 |
| of which | | | | | | | | | |
| Male | | 326 | 174 | 200 | 200 | 200 | 220 | 242 | 266 |
| Female | | 410 | 192 | 250 | 250 | 250 | 275 | 302 | 332 |
| Number of training opportunities | | 450 | 510 | 400 | 400 | 400 | 440 | 483 | 531 |
| of which | | | | | | | | | |
| Tertiary Workshops | | 230 | 190 | 250 | 250 | 250 | 275 | 302 | 332 |
| Seminars | | | | | | | | | |
| Other | | 220 | 320 | 150 | 150 | 150 | 165 | 181 | 199 |
| Number of bursaries offered | | 203 | 190 | 250 | 250 | 250 | 275 | 302 | 332 |
| Number of interns appointed | | 32 | 27 | 35 | 35 | 35 | 38 | 42 | 46 |
| Number of learnerships appointed | | 26 | 29 | 40 | 40 | 40 | 44 | 48 | 53 |
| Number of days spent on training | | 12 | 12 | 26 | 26 | 26 | 28 | 31 | 34 |

Annexure to Budget Statement 2

TABLE 23: SPECIFICATION OF RECEIPTS: GAUTENG SHARED SERVICE CENTRE

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|--------------|--------------|--------------|--------------------|------------------------|------------------|-----------------------|--------------|--------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Tax receipts | | | | | | | | | |
| Casino taxes | | | | | | | | | |
| Horse racing taxes | | | | | | | | | |
| Liquor licences | | | | | | | | | |
| Motor vehicle licences | | | | | | | | | |
| Sales of goods and services other than capital assets | 425 | 1 | 344 | | | 529 | | | |
| Sale of goods and services produced by department (excluding capital assets) | 425 | 1 | 344 | | | 529 | | | |
| Sales by market establishments | | 1 | 344 | | | 529 | | | |
| Administrative fees | | | | | | | | | |
| Other sales | 425 | | | | | | | | |
| Of which | | | | | | | | | |
| Health patient fees | | | | | | | | | |
| Other (Specify) | | | | | | | | | |
| Sales of scrap, waste, arms and other used current goods (excluding capital assets) | | | | | | | | | |
| Transfers received from: | | | | | | | | | |
| Other governmental units | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Foreign governments | | | | | | | | | |
| International organizations | | | | | | | | | |
| Public corporations and private enterprises | | | | | | | | | |
| Households and non-profit institutions | | | | | | | | | |
| Fines, penalties and forfeits | | | | | | | | | |
| Interest, dividends and rent on land | 10 | 8 | 1 | | | | | | |
| Interest | 10 | 8 | 1 | | | | | | |
| Dividends | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Sales of capital assets | 25 | | 45 | | | 49 | | | |
| Land and subsail assets | | | | | | | | | |
| Other capital assets | 25 | | 45 | | | 49 | | | |
| Financial transactions in assets and liabilities | 6,887 | 2,015 | 795 | 750 | 750 | 1,027 | 1,320 | 1,440 | 1,565 |
| Total departmental receipts | 7,347 | 2,024 | 1,185 | 750 | 750 | 1,605 | 1,320 | 1,440 | 1,565 |

TABLE 24: SUMMARY OF ECONOMIC CLASSIFICATION: GAUTENG AUDIT SERVICES

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 42,305 | 53,460 | 59,304 | 65,462 | 63,870 | 63,870 | 66,238 | 69,270 | 71,134 |
| Compensation of employees | 29,637 | 35,402 | 38,243 | 44,159 | 38,862 | 38,862 | 43,222 | 45,167 | 47,200 |
| Salaries and wages | 26,673 | 31,862 | 34,419 | 39,743 | 34,544 | 34,544 | 38,419 | 40,148 | 41,955 |
| Social contributions | 2,964 | 3,540 | 3,824 | 4,416 | 4,318 | 4,318 | 4,803 | 5,018 | 5,245 |
| Goods and services | 12,668 | 18,058 | 21,061 | 21,303 | 25,008 | 25,008 | 23,016 | 24,103 | 23,934 |
| of which | | | | | | | | | |
| Computer Services | 376 | 715 | 1,424 | 1,566 | 1,500 | 1,500 | 1,708 | 1,793 | 1,901 |
| Consultants | 5,050 | 13,567 | 2,500 | 2,600 | 2,300 | 2,300 | 10,262 | 10,775 | 11,422 |
| Maintenance and Repairs | 303 | 817 | 1,292 | 1,292 | 1,090 | 1,090 | 1,409 | 1,479 | 1,568 |
| Interest and rent on land | | | | | | | | | |
| Interest | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 10 | | | | | | |
| Provinces and municipalities | | | | | | | | | |
| Provinces ² | | | | | | | | | |
| Provincial Revenue Funds | | | | | | | | | |
| Provincial agencies and funds | | | | | | | | | |
| Municipalities ³ | | | | | | | | | |
| Municipalities | | | | | | | | | |
| of which: Regional service council levies | | | | | | | | | |
| Municipal agencies and funds | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Social security funds | | | | | | | | | |
| Provide list of entities receiving transfers ⁴ | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises ⁵ | | | | | | | | | |
| Public corporations | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Private enterprises | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 10 | | | | | | |
| Social benefits | | | 10 | | | | | | |
| Other transfers to households | | | | | | | | | |

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Payments for capital assets | 1,374 | 826 | 104 | 779 | 2,371 | 2,371 | 464 | 484 | 506 |
| Buildings and other fixed structures | 1,478 | 826 | | | | | | | |
| Buildings | | | | | | | | | |
| Other fixed structures | 1,478 | 826 | | | | | | | |
| Machinery and equipment | | | | 779 | 2,371 | 2,371 | 464 | 484 | 506 |
| Transport equipment | | | | | | | | | |
| Other machinery and equipment | | | | 779 | 2,371 | 2,371 | 464 | 484 | 506 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | -104 | | 104 | | | | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: Gauteng Audit Services | 43,679 | 54,286 | 59,418 | 66,241 | 66,241 | 66,241 | 66,702 | 69,754 | 71,640 |

TABLE 25: SUMMARY OF ECONOMIC CLASSIFICATION: HUMAN RESOURCE SERVICES

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 79,572 | 64,767 | 77,306 | 81,372 | 83,601 | 83,600 | 79,942 | 83,542 | 86,832 |
| Compensation of employees | 53,860 | 44,057 | 54,196 | 62,895 | 58,290 | 58,289 | 65,851 | 68,814 | 71,911 |
| Salaries and wages | 48,474 | 39,651 | 48,776 | 56,605 | 51,813 | 51,813 | 58,534 | 61,168 | 63,921 |
| Social contributions | 5,386 | 4,406 | 5,420 | 6,290 | 6,477 | 6,476 | 7,317 | 7,646 | 7,990 |
| Goods and services of which | 25,712 | 20,710 | 23,110 | 18,477 | 25,311 | 25,311 | 14,091 | 14,728 | 14,921 |
| Computer Services | 835 | 1,200 | 1,594 | 1,720 | 2,330 | 2,330 | 2,856 | 2,949 | 3,126 |
| Consultants | 7,761 | 3,377 | 4,390 | 4,741 | 4,925 | 4,925 | 5,520 | 6,379 | 6,762 |
| Maintenance and Repairs | 1,378 | 584 | 2,632 | 2,843 | 3,000 | 3,000 | 3,073 | 4,227 | 4,481 |
| Interest and rent on land | | | | | | | | | |
| Interest | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 61 | | | | | | |
| Provinces and municipalities | | | | | | | | | |
| Provinces2 | | | | | | | | | |
| Provincial Revenue Funds | | | | | | | | | |
| Provincial agencies and funds | | | | | | | | | |
| Municipalities3 | | | | | | | | | |
| Municipalities of which: Regional service council levies | | | | | | | | | |

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| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Municipal agencies and funds | | | | | | | | | |
| Departmental agencies and accounts | | | 5 | | | | | | |
| Social security funds | | | 5 | | | | | | |
| Provide list of entities receiving transfers ⁴ | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises ⁵ | | | | | | | | | |
| Public corporations | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Private enterprises | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 56 | | | | | | |
| Social benefits | | | 56 | | | | | | |
| Other transfers to households | | | | | | | | | |
| Payments for capital assets | 2,490 | 4,566 | 1,535 | 778 | 892 | 892 | 1,412 | 1,475 | 1,542 |
| Buildings and other fixed structures | | | | | | | | | |
| Buildings | | | | | | | | | |
| Other fixed structures | | | | | | | | | |
| Machinery and equipment | 2,379 | 4,566 | 1,474 | 778 | 892 | 892 | 1,412 | 1,475 | 1,542 |
| Transport equipment | | | | | | | | | |
| Other machinery and equipment | 2,379 | 4,566 | 1,474 | 778 | 892 | 892 | 1,412 | 1,475 | 1,542 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | 111 | | 61 | | | | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: | | | | | | | | | |
| Human Resource Services | 82,062 | 69,333 | 78,902 | 82,150 | 84,493 | 84,493 | 81,354 | 85,018 | 88,374 |

TABLE 26: SUMMARY OF ECONOMIC CLASSIFICATION: PROCUREMENT SERVICES

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 57,735 | 50,535 | 57,032 | 65,230 | 66,250 | 66,250 | 80,080 | 83,682 | 87,449 |
| Compensation of employees | 42,067 | 36,318 | 45,999 | 39,052 | 50,255 | 50,255 | 55,361 | 57,852 | 60,455 |
| Salaries and wages | 37,860 | 32,686 | 41,399 | 35,147 | 44,671 | 44,671 | 49,210 | 51,424 | 53,738 |
| Social contributions | 4,207 | 3,632 | 4,600 | 3,905 | 5,584 | 5,584 | 6,151 | 6,428 | 6,717 |
| Goods and services | 15,668 | 14,217 | 11,033 | 26,178 | 15,995 | 15,995 | 24,719 | 25,830 | 26,994 |
| of which | | | | | | | | | |
| Computer Services | 1,373 | 945 | 1,426 | 1,391 | 1,532 | 1,532 | 2,551 | 2,629 | 2,787 |
| Consultants | 3,650 | 2,160 | 5,704 | 6,199 | 6,623 | 6,623 | 7,739 | 8,076 | 8,561 |
| Maintenance and Repairs | 579 | 799 | 2,090 | 2,156 | 2,800 | 2,800 | 3,343 | 3,460 | 3,668 |
| Interest and rent on land | | | | | | | | | |
| Interest | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 336 | | | | | | |
| Provinces and municipalities | | | 10 | | | | | | |
| Provinces2 | | | 10 | | | | | | |
| Provincial Revenue Funds | | | 10 | | | | | | |
| Provincial agencies and funds | | | | | | | | | |
| Municipalities3 | | | | | | | | | |
| Municipalities | | | | | | | | | |
| of which: Regional service council levies | | | | | | | | | |
| Municipal agencies and funds | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Social security funds | | | | | | | | | |
| Provide list of entities receiving transfers4 | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises5 | | | | | | | | | |
| Public corporations | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Private enterprises | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 326 | | | | | | |
| Social benefits | | | 326 | | | | | | |
| Other transfers to households | | | | | | | | | |

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Payments for capital assets | 1,553 | 1,240 | 808 | 1,576 | 556 | 556 | 901 | 942 | 984 |
| Buildings and other fixed structures | 1,553 | 1,240 | | | | | | | |
| Buildings | 1,553 | 1,240 | | | | | | | |
| Other fixed structures | | | | | | | | | |
| Machinery and equipment | | | 808 | 1,576 | 556 | 556 | 901 | 942 | 984 |
| Transport equipment | | | | | | | | | |
| Other machinery and equipment | | | 808 | 1,576 | 556 | 556 | 901 | 942 | 984 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | | | | | | | | |
| Land and subsail assets | | | | | | | | | |
| Total economic classification: Procurement Services | 59,288 | 51,775 | 58,176 | 66,806 | 66,806 | 66,806 | 80,981 | 84,624 | 88,433 |

TABLE 27: SUMMARY OF ECONOMIC CLASSIFICATION: FINANCE SERVICES

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 66,108 | 53,757 | 53,413 | 59,175 | 59,565 | 59,565 | 64,421 | 67,321 | 70,350 |
| Compensation of employees | 46,728 | 42,346 | 46,380 | 46,362 | 51,660 | 51,660 | 57,921 | 60,528 | 63,251 |
| Salaries and wages | 42,060 | 38,111 | 41,742 | 41,726 | 45,920 | 45,920 | 51,485 | 53,802 | 56,223 |
| Social contributions | 4,668 | 4,235 | 4,638 | 4,636 | 5,740 | 5,740 | 6,436 | 6,726 | 7,028 |
| Goods and services | 19,380 | 11,411 | 7,033 | 12,813 | 7,905 | 7,905 | 6,500 | 6,793 | 7,099 |
| of which | | | | | | | | | |
| Computer Services | 1,083 | 891 | 1,953 | 2,111 | 2,111 | 2,111 | 2,268 | 2,381 | 2,524 |
| Consultants | 3,696 | 2,713 | 2,833 | 2,600 | 2,600 | 2,600 | 3,690 | 3,962 | 4,200 |
| Maintenance and Repairs | 1,150 | 1,527 | 2,493 | 3,693 | 3,693 | 3,693 | 3,800 | 3,965 | 4,203 |
| Interest and rent on land | | | | | | | | | |
| Interest | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 312 | | | | | | |
| Provinces and municipalities | | | 13 | | | | | | |
| Provinces2 | | | 13 | | | | | | |
| Provincial Revenue Funds | | | | | | | | | |
| Provincial agencies and funds | | | 13 | | | | | | |
| Municipalities3 | | | | | | | | | |

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Municipalities | | | | | | | | | |
| <i>of which: Regional service council levies</i> | | | | | | | | | |
| Municipal agencies and funds | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Social security funds | | | | | | | | | |
| Provide list of entities receiving transfers ⁴ | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises ⁵ | | | | | | | | | |
| Public corporations | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Private enterprises | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 299 | | | | | | |
| Social benefits | | | 299 | | | | | | |
| Other transfers to households | | | | | | | | | |
| Payments for capital assets | 1,578 | 714 | 583 | 1,082 | 377 | 377 | 399 | 416 | 435 |
| Buildings and other fixed structures | | | | | | | | | |
| Buildings | | | | | | | | | |
| Other fixed structures | | | | | | | | | |
| Machinery and equipment | 1,578 | 714 | 583 | 1,082 | 377 | 377 | 399 | 416 | 435 |
| Transport equipment | | | | | | | | | |
| Other machinery and equipment | 1,578 | 714 | 583 | 1,082 | 377 | 377 | 399 | 416 | 435 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | | | | | | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: | | | | | | | | | |
| Finance Services | 67,686 | 54,471 | 54,308 | 60,257 | 59,942 | 59,942 | 64,820 | 67,737 | 70,785 |

TABLE 28: SUMMARY OF ECONOMIC CLASSIFICATION: TECHNOLOGY SUPPORT SERVICES

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | 202,766 | 235,673 | 287,553 | 562,395 | 506,780 | 506,780 | 612,594 | 678,399 | 728,114 |
| Compensation of employees | 33,709 | 42,510 | 48,492 | 47,792 | 55,683 | 55,683 | 62,994 | 67,424 | 71,963 |
| Salaries and wages | 30,338 | 38,259 | 43,643 | 43,013 | 49,496 | 49,496 | 55,994 | 59,932 | 63,967 |
| Social contributions | 3,371 | 4,251 | 4,849 | 4,779 | 6,187 | 6,187 | 7,000 | 7,492 | 7,996 |
| Goods and services | 169,057 | 193,163 | 239,061 | 514,603 | 451,097 | 451,097 | 549,600 | 610,975 | 656,151 |
| <i>of which</i> | | | | | | | | | |
| Computer Services | 3,564 | 3,564 | 5,668 | 6,121 | 6,121 | 6,121 | 7,269 | 6,427 | 6,813 |
| Consultants | 25,119 | 41,811 | 68,787 | 74,290 | 69,290 | 69,290 | 80,233 | 84,234 | 89,288 |
| Maintenance and Repairs | 8,361 | 12,263 | 26,708 | 28,844 | 20,986 | 20,986 | 31,152 | 32,710 | 34,673 |
| Interest and rent on land | | | | | | | | | |
| Interest | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 14 | | | | | | |
| Provinces and municipalities | | | 11 | | | | | | |
| Provinces ² | | | 11 | | | | | | |
| Provincial Revenue Funds | | | | | | | | | |
| Provincial agencies and funds | | | 11 | | | | | | |
| Municipalities ³ | | | | | | | | | |
| Municipalities of which: Regional service council levies | | | | | | | | | |
| Municipal agencies and funds | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Social security funds | | | | | | | | | |
| Provide list of entities receiving transfers ⁴ | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises ⁵ | | | | | | | | | |
| Public corporations | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Private enterprises | | | | | | | | | |
| Subsidies on production and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 3 | | | | | | |
| Social benefits | | | 3 | | | | | | |
| Other transfers to households | | | | | | | | | |

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Payments for capital assets | 18,952 | 36,645 | 9,588 | 14,084 | 103,284 | 103,284 | 27,945 | 26,528 | 32,136 |
| Buildings and other fixed structures | | | | | | | | | |
| Buildings | | | | | | | | | |
| Other fixed structures | | | | | | | | | |
| Machinery and equipment | 11,000 | 36,631 | 9,332 | 14,084 | 103,284 | 103,284 | 27,945 | 26,528 | 32,136 |
| Transport equipment | | | | | | | | | |
| Other machinery and equipment | 11,000 | 36,631 | 9,332 | 14,084 | 103,284 | 103,284 | 27,945 | 26,528 | 32,136 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | 7,952 | 14 | 256 | | | | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: | | | | | | | | | |
| Technology | | | | | | | | | |
| Support Services | 221,718 | 272,318 | 297,155 | 576,479 | 610,064 | 610,064 | 640,539 | 704,927 | 760,250 |

TABLE 29: SUMMARY OF ECONOMIC CLASSIFICATION: CORPORATE AFFAIRS

| | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|--|---------|---------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| R thousand | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | | 72,561 | 179,553 | 105,318 | 179,724 | 179,724 | 214,171 | 156,114 | 175,863 |
| Compensation of employees | | 37,747 | 42,654 | 39,371 | 49,512 | 49,512 | 72,962 | 75,683 | 78,103 |
| Salaries and wages | | 33,972 | 38,389 | 35,434 | 44,011 | 44,011 | 65,094 | 67,626 | 69,683 |
| Social contributions | | 3,775 | 4,265 | 3,937 | 5,501 | 5,501 | 7,868 | 8,057 | 8,420 |
| Goods and services | | 34,814 | 136,899 | 65,947 | 130,212 | 130,212 | 141,209 | 80,431 | 97,760 |
| of which | | | | | | | | | |
| Computer Services | | 1,167 | 1,967 | 8,698 | 9,000 | 9,000 | 2,294 | 2,409 | 2,554 |
| Consultants | | 4,569 | 3,926 | 4,239 | 5,642 | 5,642 | 4,579 | 4,808 | 5,096 |
| Maintenance and Repairs | | 2,642 | 2,647 | 2,859 | 4,251 | 4,251 | 3,087 | 3,241 | 3,435 |
| Interest and rent on land | | | | | | | | | |
| Interest | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 808 | | | | | | |
| Provinces and municipalities | | | 10 | | | | | | |
| Provinces2 | | | 10 | | | | | | |
| Provincial Revenue Funds | | | | | | | | | |
| Provincial agencies and funds | | | 10 | | | | | | |
| Municipalities3 | | | | | | | | | |
| Municipalities | | | | | | | | | |

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| of which: Regional service council levies | | | | | | | | | |
| Municipal agencies and funds | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Social security funds | | | | | | | | | |
| Provide list of entities receiving transfers ⁴ | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises ⁵ | | | | | | | | | |
| Public corporations | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Private enterprises | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | 798 | | | | | | |
| Social benefits | | | 798 | | | | | | |
| Other transfers to households | | | | | | | | | |
| Payments for capital assets | | 21,709 | 9,199 | 38,399 | 9,249 | 9,249 | 5,060 | 5,206 | 5,437 |
| Buildings and other fixed structures | | 21,709 | | | | | | | |
| Buildings | | 21,709 | | | | | | | |
| Other fixed structures | | | | | | | | | |
| Machinery and equipment | | | 9,199 | 38,399 | 9,249 | 9,249 | 5,060 | 5,206 | 5,437 |
| Transport equipment | | | | | | | | | |
| Other machinery and equipment | | | 9,199 | 38,399 | 9,249 | 9,249 | 5,060 | 5,206 | 5,437 |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | | | | | | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: | | | | | | | | | |
| Corporate Services | | 94,270 | 189,560 | 143,717 | 188,973 | 188,973 | 219,231 | 161,320 | 181,300 |

TABLE 30: SUMMARY OF ECONOMIC CLASSIFICATION: PROGRAMME MANAGEMENT UNIT (PMU)

| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Current payments | | 22,538 | 29,185 | 41,452 | | | | | |
| Compensation of employees | | 1,173 | 10,520 | 13,771 | | | | | |
| Salaries and wages | | 1,056 | 9,468 | 12,394 | | | | | |
| Social contributions | | 117 | 1,052 | 1,377 | | | | | |
| Goods and services of which | | 21,365 | 18,665 | 27,681 | | | | | |
| Computer Services | | 200 | 500 | 675 | | | | | |
| Consultants | | 9,003 | 15,000 | 17,000 | | | | | |
| Stationery | | 456 | 398 | 487 | | | | | |
| Interest and rent on land | | | | | | | | | |
| Interest | | | | | | | | | |
| Rent on land | | | | | | | | | |
| Financial transactions in assets and liabilities | | | | | | | | | |
| Transfers and subsidies | | | 3 | | | | | | |
| Provinces and municipalities | | | 3 | | | | | | |
| Provinces ² | | | 3 | | | | | | |
| Provincial Revenue Funds | | | | | | | | | |
| Provincial agencies and funds | | | 3 | | | | | | |
| Municipalities ³ | | | | | | | | | |
| Municipalities | | | | | | | | | |
| Municipal agencies and funds | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | |
| Social security funds | | | | | | | | | |
| Provide list of entities receiving transfers ⁴ | | | | | | | | | |
| Universities and technikons | | | | | | | | | |
| Public corporations and private enterprises ⁵ | | | | | | | | | |
| Public corporations | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Private enterprises | | | | | | | | | |
| Subsidies on production | | | | | | | | | |
| Other transfers | | | | | | | | | |
| Foreign governments and international organizations | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | | | | | | | | | |
| Social benefits | | | | | | | | | |
| Other transfers to households | | | | | | | | | |
| Payments for capital assets | | 17,360 | 4,360 | 2,690 | | | | | |

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| R thousand | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates | | |
|---|---------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------|---------|
| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | 2008/09 | 2009/10 | 2010/11 |
| Buildings and other fixed structures | | | | | | | | | |
| Buildings | | | | | | | | | |
| Other fixed structures | | | | | | | | | |
| Machinery and equipment | | | 4,102 | 2,690 | | | | | |
| Transport equipment | | | | | | | | | |
| Other machinery and equipment | | | 4,102 | 2,690 | | | | | |
| Cultivated assets | | | | | | | | | |
| Software and other intangible assets | | 17,360 | 258 | | | | | | |
| Land and subsoil assets | | | | | | | | | |
| Total economic classification: Programme Management Unit (PMU) | | 39,898 | 33,548 | 44,142 | | | | | |

