

Estimates of Public Expenditure

2009

**Public Administration Leadership and
Management Academy**

**National Treasury
Republic of South Africa**



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Vote 8

Public Administration Leadership and Management Academy

Budget summary

R thousand	2009/10				2010/11	2011/12
	Total to be appropriated	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation						
Administration	57 333	55 604	–	1 729	63 296	65 714
Public Sector Organisational and Staff Development	61 939	–	61 939	–	63 973	67 813
Total expenditure estimates	119 272	55 604	61 939	1 729	127 269	133 527
Executive authority	Minister for Public Service and Administration					
Accounting officer	Director-General of the Public Administration Leadership and Management Academy					
Website address	www.samdi.gov.za					

Aim

The aim of the Public Administration Leadership and Management Academy is to provide or coordinate the provision of training and management development interventions that lead to improved performance and service delivery in the public sector.

Programme purposes

Programme 1: Administration

Purpose: Facilitate overall management of PALAMA and provide support services for its organisational functions.

Programme 2: Public Sector Organisational and Staff Development

Purpose: Facilitate transfer payments to the training trading account for management development and the training of public sector employees.

Strategic overview: 2005/06 – 2011/12

The statutory responsibility of the Public Administration Leadership and Management Academy (PALAMA) is to provide or coordinate training to public servants and conduct examinations and tests. With the approval of the Minister for Public Service and Administration, the academy issues diplomas and certificates.

The former South African Management Development Institute began being reconstituted as PALAMA from November 2006. A new strategy was developed and consulted with unions and a corresponding organisational structure put in place. A much larger management team was recruited, and PALAMA was formally launched in August 2008. With more than 250 000 junior, middle and senior managers in some 140 national and provincial government departments in 9 provinces, there is a need for quality leadership development and management training.

PALAMA's strategy has three aspects: to change from being a provider to a facilitator of leadership development and management training; to no longer be a competitor with other service providers, but rather a collaborator; and to significantly broaden the academy's coverage and reach.

PALAMA is thus collaborating with provincial academies and local government training entities to procure training provision from a broad range of external service providers: higher education institutions, further education colleges, and private sector organisations. This will enable the delivery of many more training interventions, measured by person training days. PALAMA is also extending its capacities for programme development and review, contract and project management, research, monitoring and evaluation, and quality management.

Activities for senior and junior management

The new strategy is being implemented in two main streams of activity:

- At the level of the senior management service, the academy coordinates the provision of executive development programmes by consortiums of higher education institutions as well as international assistance for interventions for top level public servants. These programmes and interventions are intended to develop the leadership competencies specified by the Department of Public Service and Administration.
- For junior and middle managers (about 250 000 across the three levels of government), the academy is developing and managing a national learning framework to extend and coordinate training delivery. The framework comprises curriculums, materials, quality assurance and course accreditation, and the monitoring of service provision. It is informed by the Department of Public Service and Administration's strategy for developing human resources in the public service.

The programmes or courses in the learning framework for junior management are tailored to the management competencies required at different levels, address the values and knowledge required for the public service in a developmental state, are being accredited by the Public Service Sector Education and Training Authority and other relevant sector education and training authorities, and complement training in other government departments.

In addition, a mass induction programme is seeking to reach the 75 000 new entrants to the public service each year to inculcate a commitment to Batho Pele and an awareness of South Africa's development challenges. (This excludes approximately 25 000 educators and public servants in the health sector, whose induction is being managed by their departments.)

Managing performance

In implementing the new strategy through these activities, PALAMA has adopted the balanced scorecard approach to managing its performance and strategic objectives. The academy's new strategic objectives under this approach are:

- deliver PALAMA's mandated services to users and partners
- develop and maintain effective relations with key stakeholders
- contribute to collaborative inter-organisational undertakings
- ensure sound corporate governance of the academy
- effect ongoing transformation.

These objectives help to align the distinct contributions of the different branches in the new organisational structure. They are cascaded into the annual performance agreements of managers in each branch and the work plans of their teams. The academy's nine branches fall into three broad groups: the executive development branch; the four branches that collectively foster large scale training interventions for junior and middle managers; and four support service branches, including international relations.

Training targets over the medium term

The overall target is that by 2011/12 the 250 000 middle and junior managers in the public service will receive at least five formal person training days a year, in line with an international benchmark. It is envisaged that by then some 60 per cent of the overall task will be managed by trainers within departments, who will themselves

have been trained for this role. (This includes public servants in the education and health sectors outside these departments' own induction programmes.) The balance of the task will involve some 425 000 person training days to be provided externally at the national, provincial and local levels.

Selected performance and operations indicators

Selected performance and operations indicators are reported under the training trading account, which funds PALAMA's training activities.

Expenditure estimates

Table 8.1 Public Administration Leadership and Management Academy

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12
R thousand								
1. Administration	28 958	32 369	73 897	54 220	54 220	57 333	63 296	65 714
2. Public Sector Organisational and Staff Development	26 429	25 899	57 216	51 307	51 307	61 939	63 973	67 813
Total	55 387	58 268	131 113	105 527	105 527	119 272	127 269	133 527
Change to 2008 Budget estimate				–	–	(2 323)	(4 218)	(5 849)
Economic classification								
Current payments	27 379	32 959	66 253	51 781	51 781	55 604	61 405	63 680
Compensation of employees	10 956	13 231	13 327	19 423	19 423	22 997	24 072	25 503
Goods and services	16 423	19 728	52 920	32 358	32 358	32 607	37 333	38 177
<i>of which:</i>								
<i>Administrative fees</i>	16 423	19 728	52 920	32 358	32 358	32 607	37 333	38 177
Financial transactions in assets and liabilities	–	–	6	–	–	–	–	–
Transfers and subsidies	24 788	23 068	57 216	51 307	51 307	61 939	63 973	67 813
Provinces and municipalities	34	9	–	–	–	–	–	–
Departmental agencies and accounts	24 754	23 059	57 216	51 307	51 307	61 939	63 973	67 813
Payments for capital assets	3 220	2 241	7 644	2 439	2 439	1 729	1 891	2 034
Machinery and equipment	3 200	2 179	7 400	1 539	1 539	1 671	1 829	1 968
Software and other intangible assets	20	62	244	900	900	58	62	66
Total	55 387	58 268	131 113	105 527	105 527	119 272	127 269	133 527

Expenditure trends

Total expenditure grew from R55.4 million in 2005/06 to R105.5 million in 2008/09 at an average annual rate of 24 per cent. An additional amount of R60 million was made available in the 2007 adjusted Budget. This was once-off support for equipping the new PALAMA premises under the *Administration* programme (R32 million), and start-up for mass induction training under the *Public Sector Organisational and Staff Development* programme (R28 million). Support for mass induction training is sustained into 2008/09 as support for capacity building. Adjustments for inflation between 2009/10 and 2011/12 bring the average annual growth in spending over the medium term to an anticipated 8.2 per cent.

Savings of R3.4 million in 2009/10, R5.4 million in 2010/11 and R7.1 million in 2011/12 have been identified in goods and services and transfer payments to public entities.

Departmental receipts

Departmental receipts consist mainly of commission on insurance premiums deducted from employees' salaries, parking fees, and interest on departmental debt. Revenue for training services is received by the training trading account and does not form part of departmental receipts.

Table 8.2 Departmental receipts

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Medium-term receipts estimate		
	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12
Departmental receipts	196	177	459	106	171	72	77	81
Sales of goods and services produced by department	8	141	127	56	56	58	62	65
Interest, dividends and rent on land	–	–	–	–	1	–	–	–
Financial transactions in assets and liabilities	188	36	332	50	114	14	15	16
Total	196	177	459	106	171	72	77	81

Programme 1: Administration

PALAMA has nine branches. The three administrative branches fall under *Administration*. The other six, which deliver the training services, fall under the training trading account in the *Public Sector Organisational and Staff Development* programme.

- *Finance* oversees both the finance and accounting functions of the new academy. An expanded and modernised financial accounting section manages the significant number of debtors arising from the large projected number of training events per year and reimburses training institutions, service providers and other subcontractors.
- *Corporate Services* oversees human resource management and development, ICT, and buildings and operations. The academy's strategic shift implies larger and different responsibilities for this subprogramme, including the management of provincial sites, outsourced ICT, and buildings and operations.
- *Governance and Strategic Support* supports the director-general and top management. It oversees strategic functions and the transformation of the academy, as well as the communications, contract and project management, and knowledge management functions required by the other branches.

Expenditure estimates

Table 8.3 Administration

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
R thousand							
Management	4 305	4 943	14 352	17 270	15 638	19 722	20 218
Corporate Services	24 653	27 076	59 545	32 550	37 255	38 835	40 473
Property Management	–	350	–	4 400	4 440	4 739	5 023
Total	28 958	32 369	73 897	54 220	57 333	63 296	65 714
Change to 2008 Budget estimate				–	(1 886)	(3 572)	(5 166)

Table 8.3 Administration (continued)

Subprogramme	Adjusted						
	Audited outcome			appropriation	Medium-term expenditure estimate		
R thousand	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Economic classification							
Current payments	25 708	30 121	66 253	51 781	55 604	61 405	63 680
Compensation of employees	9 524	10 952	13 327	19 423	22 997	24 072	25 503
Goods and services	16 184	19 169	52 920	32 358	32 607	37 333	38 177
<i>of which:</i>							
Administrative fees	16 184	19 169	52 920	32 358	32 607	37 333	38 177
Financial transactions in assets and liabilities	–	–	6	–	–	–	–
Transfers and subsidies	30	7	–	–	–	–	–
Provinces and municipalities	30	7	–	–	–	–	–
Payments for capital assets	3 220	2 241	7 644	2 439	1 729	1 891	2 034
Machinery and equipment	3 200	2 179	7 400	1 539	1 671	1 829	1 968
Software and other intangible assets	20	62	244	900	58	62	66
Total	28 958	32 369	73 897	54 220	57 333	63 296	65 714

Details of transfers and subsidies

Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	30	7	–	–	–	–	–
Regional Services Council levies	30	7	–	–	–	–	–

Expenditure trends

Expenditure in the *Administration* programme increased from R29 million in 2005/06 to R54.2 million in 2008/09, at an average annual rate of 23.3 per cent. An additional amount of R32 million was provided in the 2007 adjusted Budget for rental, furniture and fixtures for the new PALAMA office premises. Expenditure over the MTEF period is anticipated to grow at an average annual rate of 6.6 per cent, and provides for the reconstitution of PALAMA as an academy, and related capacity building.

Programme 2: Public Sector Organisational and Staff Development

- *Augmentation of Training Trading Account* provides monthly transfers for augmenting the trading account.

Objectives and measures

Objectives and measures under this programme are reported under the training trading account, which funds PALAMA's training activities.

Expenditure estimates**Table 8.4 Public Sector Organisational and Staff Development**

Subprogramme	Adjusted						
	Audited outcome			appropriation	Medium-term expenditure estimate		
R thousand	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Public Sector Organisational and Staff Development	1 675	2 840	–	–	–	–	–
Augmentation of Training Trading Account	24 754	23 059	57 216	51 307	61 939	63 973	67 813
Total	26 429	25 899	57 216	51 307	61 939	63 973	67 813
Change to 2008 Budget estimate				–	(437)	(646)	(683)

Table 8.4 Public Sector Organisational and Staff Development (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Economic classification							
Current payments	1 671	2 838	-	-	-	-	-
Compensation of employees	1 432	2 279	-	-	-	-	-
Goods and services	239	559	-	-	-	-	-
<i>of which:</i>							
<i>Administrative fees</i>	239	559	-	-	-	-	-
Transfers and subsidies	24 758	23 061	57 216	51 307	61 939	63 973	67 813
Provinces and municipalities	4	2	-	-	-	-	-
Departmental agencies and accounts	24 754	23 059	57 216	51 307	61 939	63 973	67 813
Total	26 429	25 899	57 216	51 307	61 939	63 973	67 813
Details of transfers and subsidies							
Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	4	2	-	-	-	-	-
Regional Services Council levies	4	2	-	-	-	-	-
Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	24 754	23 059	57 216	51 307	61 939	63 973	67 813
Augmentation of Training Trading Account	24 754	23 059	57 216	51 307	61 939	63 973	67 813

Expenditure trends

Expenditure increased from R26.4 million in 2005/06 to R51.3 million in 2008/09, at an average annual rate of 24.7 per cent. This was due mainly to the additional amount of R28 million in the 2007 adjusted Budget for the start-up infrastructure for mass induction training. The increase is sustained in 2008/09 and beyond to support the finalisation of the reconstitution of PALAMA and ongoing capacity building. Over the MTEF period, average annual growth is expected to be 9.7 per cent. The increases in total expenditure between 2009/10 and 2011/12 are inflation related.

Public entities and other agencies

Training trading account

The training trading account, operational since April 2002, is a mechanism for partially recovering the costs of training programmes. The six branches of PALAMA that are funded through the training trading account facilitate and monitor leadership development and management training at all three levels of government, in collaboration with provincial academies and local government training entities.

- *Executive Development* works with universities and universities of technology to deliver training at senior management service level. With a target of 10 000 senior management service members, this branch facilitates training for upper and lower senior management service members. It also houses research services for the academy on benchmarks, developments and best practices in public service capacity development.
- *Curriculum Design, Accreditation and Quality* designs or commissions the design of the course material to be used by training providers, sees to its accreditation to assure quality, and seeks to advance the contribution of e-learning.

- *Junior and Middle Management Services Providers* mobilises and coordinates the range of organisations that provide training, provides them with continuing professional development, and monitors the actual provision.
- *Training Coordination* links users of training at all levels to training opportunities from providers. To this end, PALAMA has established a high-tech countrywide contact centre, which also handles referrals to provincial academies and local government training entities and their training providers.
- *Business Development* communicates the opportunities for training to user departments countrywide, especially since about three-quarters of potential trainees are in provincial departments or provincial sites of national departments. It is therefore assigning staff at regional sites to collaborate with provincial academies and local government training entities.
- *International Relations* manages projects with other African countries. It links to the African Management Development Institute's network, and provides the focal point for donor relations.

Selected performance and operations indicators

Table 8.5 Training Trading Account

Indicator	Past			Current	Projections		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of training courses accredited each year	2	4	5	11	6	6	6
Number of actual person training days each year ¹	79 133	98 450	104 292	120 000	185 000	280 000	425 000
Total number of certificates of competency issued	200	655	1 932	2 000	2 600	3 500	4 700
Revenue from course fees each year	R36.2m	R42.4m	R53.4m	R93.7m	R109.7m	R128.4m	R150.2m
Average number of days to collect debt	195	208	189	192	177	162	132

¹ There are 50 000 less projected person training days than those in the 2007 ENE because the Department of Education, and prospectively the Department of Health, wish to assume responsibility for inducting their new staff.

Objectives and measures

- Improve the capacity of the state to deliver services by raising the skills levels of civil servants through competency based training of 425 000 person training days per year by 2011/12.
- Improve the quality of training by accrediting 6 courses per year on a rolling schedule between 2009/10 and 2011/12.

Service delivery and spending focus

PALAMA spent its entire budget in 2007/08, including the amount received from the 2007 adjusted Budget to equip the new premises. It achieved unqualified audit reports for the fifth consecutive year. This was noted in its appearance before the standing committee on public accounts, which also commended the active role of the audit committee and the internal audit function. 34 appointees from the 42 advertised senior management service posts had taken office by the end of January 2009, and the balance have been re-advertised. The new building was equipped and furnished before the launch of the academy in August 2008, and modernised ICT infrastructure has subsequently been installed. On the basis of statistics for the first 8 months of 2008/09, person training days exceed those for the first 8 months of last year by approximately a fifth. The target of 120 000 person training days for 2008/09 is likely to be met, despite the demands of the reconstitution and new premises.

PALAMA issues certificates of competence for certain of its programmes, notably those that are accredited through higher education institutions. Based on a comparison with last year, when 1 932 certificates were awarded, it is likely that the 2008/09 target of 2 000 certificates will be met. New governance related courses are being accredited, and are at different stages of rollout. They span gender mainstreaming, disability management, anti-corruption, and HIV and AIDS in the workplace. Supply chain courses have been taught in nearly every municipality, and financial management courses are in the pipeline. 9 courses have been newly accredited, and the accreditation of 2 more is in process to meet the 2008/09 target of 11 new accreditations.

A multi-prong marketing strategy has been devised to engage with key stakeholders at all levels of government. Partnerships have been established with several stakeholders, for example the Western Cape Academy and the

Local Government Leadership Academy. PALAMA has brought together a network of public service sectoral colleges, for example in the justice, foreign affairs, defence and other departments, and hosted the first meeting in March 2008. The interprovincial forum managed by PALAMA, comprising senior officials involved in training from provincial academies, premiers' offices, local government and the Department of Public Service and Administration, has been working on joint projects such as the design of a senior management service induction programme. PALAMA's international projects are being rapidly expanded, with substantial donor support. For example, in the Democratic Republic of the Congo PALAMA trains hundreds of public servants each year and is supporting the revival of a management development institute, and in Rwanda, Burundi and Southern Sudan it is helping management institutes develop their capacity to provide innovative and relevant training and support activities.

Expenditure estimates

Table 8.6 PALAMA Training Trading Account: Financial information

R thousand	Audited outcome			Revised estimate	Medium-term estimate		
Statement of financial performance	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Revenue							
Non-tax revenue	39 361	47 662	60 957	44 000	48 500	53 000	56 168
Sale of goods and services other than capital assets	36 201	42 374	53 393	43 800	48 300	52 800	55 968
<i>of which:</i>							
<i>Sales by market establishments</i>	36 201	42 374	53 393	43 800	48 300	52 800	55 968
<i>Other non-tax revenue</i>	3 160	5 288	7 564	200	200	200	200
Transfers received	24 754	24 373	62 202	51 307	61 939	63 973	67 813
Total revenue	64 115	72 035	123 159	95 307	110 439	116 973	123 981
Expenses							
Current expense	44 382	58 321	85 502	93 656	109 149	115 795	122 715
Compensation of employees	18 724	21 654	26 425	43 732	52 211	59 444	63 010
Goods and services	25 238	35 853	58 183	49 044	56 023	55 401	58 725
Depreciation	420	814	894	880	915	950	980
Transfers and subsidies	-	16	-	-	-	-	-
Total expenses	44 382	58 337	85 502	93 656	109 149	115 795	122 715
Surplus / (Deficit)	19 733	13 698	37 657	1 651	1 290	1 178	1 266
Statement of financial position							
Carrying value of assets	880	1 344	1 633	2 153	2 738	3 388	4 108
<i>of which: Acquisition of assets</i>	406	1 278	1 183	1 400	1 500	1 600	1 700
Receivables and prepayments	19 361	24 170	28 729	22 770	25 047	27 300	30 030
Cash and cash equivalents	24 345	31 638	79 931	29 977	28 642	29 821	32 803
Total assets	44 586	57 152	110 293	54 900	56 427	60 509	66 941
Accumulated surplus/deficit	37 503	51 201	88 858	49 200	50 027	53 509	59 341
Trade and other payables	1 987	4 022	19 207	4 000	4 500	5 000	5 500
Provisions	3 096	1 929	2 228	1 700	1 900	2 000	2 100
Managed funds	2 000	-	-	-	-	-	-
Total equity and liabilities	44 586	57 152	110 293	54 900	56 427	60 509	66 941
Contingent liabilities	130	89	89	22	11	6	6

Expenditure trends

Total expenditure in the training trading account increased from R44.4 million in 2005/06 to R93.7 million in 2008/09, at an average annual rate of 28.3 per cent, due mainly to expenditure on outsourced training partners and on establishing PALAMA. Expenditure is projected to grow at an average annual rate of 9.4 per cent over the medium term, to reach R122.7 million in 2011/12. Future increases will include the cost of planned new functions such as the monitoring and evaluation of training provision.

Total revenue (including the augmentation) increased from R64.1 million in 2005/06 to R95.3 million in 2008/09 at an average annual rate of 14.1 per cent. It is expected that revenue will continue to grow over the MTEF period, to R124 million, based on additional management revenue from the annually increasing number of person training days.

Additional tables

Table 8.A Summary of expenditure trends and estimates per programme and economic classification

Programme	Appropriation		Audited outcome	Appropriation			Revised estimate
	Main	Adjusted		Main	Additional	Adjusted	
R thousand	2007/08		2007/08	2008/09			2008/09
1. Administration	41 910	73 910	73 897	54 220	–	54 220	54 220
2. Public Sector Organisational and Staff Development	29 216	57 216	57 216	51 307	–	51 307	51 307
Total	71 126	131 126	131 113	105 527	–	105 527	105 527

Economic classification

Current payments	40 293	70 293	66 253	51 781	–	51 781	51 781
Compensation of employees	17 494	17 494	13 327	19 423	–	19 423	19 423
Goods and services	22 799	52 799	52 920	32 358	–	32 358	32 358
Financial transactions in assets and liabilities	–	–	6	–	–	–	–
Transfers and subsidies	29 216	57 216	57 216	51 307	–	51 307	51 307
Departmental agencies and accounts	29 216	57 216	57 216	51 307	–	51 307	51 307
Payments for capital assets	1 617	3 617	7 644	2 439	–	2 439	2 439
Machinery and equipment	1 564	3 564	7 400	1 539	–	1 539	1 539
Software and intangible assets	53	53	244	900	–	900	900
Total	71 126	131 126	131 113	105 527	–	105 527	105 527

Table 8.B Summary of personnel numbers and compensation of employees

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Permanent and full time contract employees							
Compensation (R thousand)	10 572	12 847	12 920	18 992	22 545	23 612	25 016
Unit cost (R thousand)	149	178	172	229	251	262	278
Personnel numbers (head count)	71	72	75	83	90	90	90
Interns							
Compensation of interns (R thousand)	384	384	407	431	452	460	487
Unit cost (R thousand)	24	21	23	24	25	26	27
Number of interns	16	18	18	18	18	18	18
Total for department							
Compensation (R thousand)	10 956	13 231	13 327	19 423	22 997	24 072	25 503
Unit cost (R thousand)	126	147	143	192	213	223	236
Personnel numbers (head count)	87	90	93	101	108	108	108

Table 8.C Summary of expenditure on training

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Compensation of employees (R thousand)	10 956	13 231	13 327	19 423	22 997	24 072	25 503
Training expenditure (R thousand)	148	1 035	175	195	225	236	250
Training as percentage of compensation	1.4%	7.8%	1.3%	1.0%	1.0%	1.0%	1.0%
Total number trained in department (head count)	77	235	50	–			
<i>of which:</i>							
Employees receiving bursaries (head count)	19	22	24	–			
Internships trained (head count)	20	18	20	–			

Table 8.D Summary of donor funding

Donor	Project	Departmental programme name	Amount committed	Main economic classification	Spending focus	Audited outcome			Estimate	Medium-term expenditure estimate		
						2005/06	2006/07	2007/08		2008/09	2009/10	2010/11
R thousand												
Foreign												
In cash												
Canadian International Development Agency	Gender mainstreaming	Administration	24 077	Goods and services	Unit standards, curriculum framework and training materials for a 4-day South African Qualification Authority accredited gender mainstreaming course were developed. Training rollout began in October 2008. Integrated gender action plan was developed	-	-	5 306	10 426	10 337	4 899	-
The Royal Netherlands Embassy	Local government capacity building	Administration	2 395	Goods and services	Fort Hare University appointed to customise training material	-	-	1	2 000	-	-	-
Flemish government	Development programme for women managers	Administration	500	Goods and services	Designed and implemented the framework for a gender equality and empowerment programme, including the rollout of management and other training programmes, and the requisite support structures	328	-	568	-	-	-	-
Japan International Cooperation Agency	Training-of-trainers programme for capacity building of Management Development Institutes in Africa	Administration	680	Goods and services	Provide training-of-trainers programme for at least 200 trainers from African regions to facilitate key development areas identified through the African Management Development Institute Network	-	-	-	1 200	1 200	-	-
Canadian International Development Agency	Public sector training and development in countries emerging from conflict	Administration	78 435	Goods and services	Improve the management and leadership capability of the public service in 3 countries (Rwanda, Burundi, and Southern Sudan) through training and development	-	-	-	7 063	19 297	15 822	16 068
European Union	Public service management development programme	Administration	6 800	Goods and services	Number of public servants trained in senior management service over the last 5 years	1 343	-	-	-	-	-	-
Total			112 887			1 671		5 875	20 689	30 834	20 721	16 068