

# 20 YEARS OF FREEDOM



## BUDGET 2014 ESTIMATES OF NATIONAL EXPENDITURE

### **VOTE 6** PERFORMANCE MONITORING AND EVALUATION



**national treasury**

Department:  
National Treasury  
REPUBLIC OF SOUTH AFRICA





# **Estimates of National Expenditure 2014**

**National Treasury**

**Republic of South Africa**

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The Estimates of National Expenditure 2014 e-publications are compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

The Estimates of National Expenditure e-publications for individual votes are available on [www.treasury.gov.za](http://www.treasury.gov.za).

Compared to the abridged version of the Estimates of National Expenditure, which includes all national government budget votes, in respect of individual votes these e-publications contain more comprehensive coverage of goods and services, transfers and subsidies, and public entities. Additional tables are also included containing information on the main and adjusted appropriation, with revised spending estimates for the current financial year, on skills training, conditional grants to provinces and municipalities, public private partnerships and information on donor funding. Expenditure information at the level of service delivery is also included, where appropriate.



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"We know it well that none of us acting alone can achieve success. We must therefore act together as a united people, for national reconciliation, for nation building, for the birth of a new world. Let there be justice for all. Let there be peace for all. Let there be work, bread, water and salt for all. Let each know that for each the body, the mind and the soul have been freed to fulfil themselves."

**UNION BUILDINGS, PRETORIA, 10 MAY 1994**

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Department:  
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# Foreword

The national development plan, Vision 2030 of the government of South Africa, states that ‘Alongside hard work and effort, capabilities and the opportunities that flow from development enable individuals to live the lives to which they aspire.’ The 2014 Budget has been prepared in the spirit of this statement.

While the medium term expenditure framework (MTEF) contained in the 2014 Budget ushers in the new administration after the May elections, the country faces a markedly different situation from that of 2009. In 2006/07 and 2007/08, South Africa achieved budget surpluses. In 2008, however, the worldwide economic crisis meant budget deficit forecasts were inevitable. It is now clear that the recovery in real economic growth has been less robust than initially anticipated. Despite this, the economy is growing and government revenue collection is broadly on target. The 2009 Budget announced a ‘haircut’ and reprioritisation within budget baselines. At that stage, the reassignment of R19 billion comprised 12 per cent of the total monetary value of amendments to budgets made, of R160.6 billion. By contrast, the reassignment of the R19.6 billion in the 2014 Budget comprises 51 per cent of the total of R38.8 billion in amendments to budgets. The quantum of amendments to the total budget that can be made has clearly decreased substantially over time.

Despite the fiscal environment becoming increasingly constrained, National Treasury has been able to sustain the intensity of the pursuit for budget efficiencies, with most of the fiscal space for improvements to service delivery being made through reprioritisation. This will be reinforced by procurement reform and expenditure review initiatives. While the current fiscal position no longer automatically creates room by making additional funding available, progress towards our country objectives of inclusive economic growth and employment creation must be made in the face of a tough fiscal environment. Therefore the main budget non-interest aggregate expenditure ceiling established in the 2013 Budget remains intact. New priorities and the expansion of existing programmes must be achieved through reprioritisation within the existing resource envelope.

The current fiscal context is necessitating hard trade-offs: difficult choices will need to be made in choosing between spending priorities and in deciding on the sequencing of programme implementation. Given the constraints brought to bear by the expenditure ceiling, all government institutions need to manage any cost pressures that may be related to changes in the inflation rate, exchange rate or any other factors affecting input prices with great efficiency. This means that not everything that we believe must be done, can be done at once. In the reprioritisation of existing funds, certain outputs will have to be delayed, or discontinued.

The issue is what goods and services tax-payers’ monies ‘buy’. In keeping with the ongoing endeavour to improve transparency and reinforce accountability, the focus of the sections on budget programme expenditure trends within each vote in the 2014 Estimates of National Expenditure (ENE) publications has shifted, to an explanation of the interrelationship between the significant changes in spending, performance outputs and outcomes, and in personnel.

National Treasury teams have worked closely with policy and budget teams of national and provincial departments, as well as with public entities and local government, ensuring the alignment of policy developments with the national development plan and scrutinising spending trends and cost drivers, ever mindful of service delivery. Without this cooperation and commitment across government, it would not be possible to submit the credible and comprehensive institutional budgets contained in this publication. The political guidance of the Minister of Finance, his Deputy and the members of the ministers’ committee on the budget, has been indispensable to the medium term expenditure committee of accounting officers of departments at the centre of government, in its task of providing the strategic direction in formulating the budget. I thank you all for your assistance.



**Lungisa Fuzile**  
**Director-General: National Treasury**





# Introduction

## **The Estimates of National Expenditure publications**

The Estimates of National Expenditure (ENE) publications are important accountability documents, which set out the details of planned expenditure and planned performance at the time the Budget is tabled. The 2014 ENE publications largely retain the same layout of information as presented in previous years' publications. This allows information to be easily compared across publications and financial years. As in the past, information is presented for a seven-year period and contains details of all national departmental programmes and subprogrammes. Information is presented in a similar way for the national public entities related to each department. For the first time in the ENE publications, in 2014, information on changes in finances, personnel and performance is brought together with the focus on the significant interrelationships between these changes. This discussion, in the expenditure trends sections of the budget programmes in each chapter, allows the reader to assess the effectiveness of past, as well as of planned, spending.

When compared to the abridged version of the ENE, which includes all national government votes, the ENE e-publications provide more detailed expenditure information for individual votes on goods and services as well as transfers and subsidies. While the abridged version of the ENE contains one additional table at the end of each vote which has information on infrastructure spending, the ENE e-publications' additional tables also contain summaries of: the budgeted expenditure and revised estimate for 2013/14, and the audited outcome for 2012/13, by programme and economic classification; expenditure on training; conditional grants to provinces and municipalities; departmental public private partnerships; and donor funding. In selected cases more detailed information at the level of the site of service delivery is included. Budget information is also provided for the public entities that are simply listed in the abridged publication.

A separate ENE Overview e-publication is also available, which contains a description at the main budget non-interest level, summarising the Estimates of National Expenditure publication information across votes. The Overview contains this narrative explanation and summary tables; and also has a write-up on interpreting the information that is contained in each section of the publications.



# **Performance Monitoring and Evaluation**

**National Treasury  
Republic of South Africa**



# Contents

Budget summary .....	1
Aim .....	1
Mandate.....	1
Strategic goals.....	1
Programme purposes .....	2
Selected performance indicators .....	2
The national development plan .....	2
Expenditure estimates .....	3
Personnel information .....	4
Expenditure trends.....	4
Departmental receipts.....	5
Programme 1: Administration .....	5
Programme 2: Outcomes Monitoring and Evaluation.....	7
Programme 3: Institutional Performance Monitoring and Evaluation .....	9
Additional tables .....	12

# Vote 6

## Performance Monitoring and Evaluation

### Budget summary

R million	2014/15				2015/16	2016/17
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
<b>MTEF allocation</b>						
Administration	63.8	59.2	–	4.6	62.7	66.8
Outcomes Monitoring and Evaluation	78.2	77.7	–	0.6	83.2	88.3
Institutional Performance Monitoring and Evaluation	66.2	65.5	–	0.6	73.8	77.6
<b>Total expenditure estimates</b>	<b>208.2</b>	<b>202.4</b>	<b>–</b>	<b>5.8</b>	<b>219.7</b>	<b>232.7</b>

Executive authority Minister in the Presidency: Performance Monitoring and Evaluation as well as Administration

Accounting officer Director General of Performance Monitoring and Evaluation

Website address [www.thepresidency-dpme.gov.za](http://www.thepresidency-dpme.gov.za)

*The Estimates of National Expenditure e-publications for individual votes are available on [www.treasury.gov.za](http://www.treasury.gov.za). These publications provide more comprehensive coverage of vote specific information, particularly about goods and services, transfers and subsidies, public entities, donor funding, public private partnerships, conditional grants to provinces and municipalities, expenditure on skills training, a revised spending estimate for the current financial year, and expenditure information at the level of service delivery, where appropriate.*

### Aim

*Improve government service delivery through performance monitoring and evaluation.*

### Mandate

Established in January 2010, the Department of Performance Monitoring and Evaluation is specifically mandated to:

- facilitate the development plan or delivery agreements for the cross cutting priorities or outcomes of government, and monitor and evaluate the implementation of these delivery agreements
- monitor the performance of individual national and provincial government departments and municipalities, and monitor frontline service delivery
- manage the presidential hotline
- carry out evaluations
- promote good monitoring and evaluation practices in government
- provide support to delivery institutions to address blockages in delivery.

### Strategic goals

The department's work is organised around three core goals: to advance the strategic agenda of government through the development and implementation of the delivery agreements for the outcomes, monitoring and reporting on progress and evaluating impact; to promote monitoring and evaluation practice through a coordinated policy platform, quality capacity building and credible data systems; and to monitor the quality of management practices in departments and the quality of frontline service delivery.

The department's strategic goals over the medium term are to:

- monitor and evaluate the implementation of the delivery agreements and refining them where necessary
- develop and implement performance assessments of individual departments and municipalities
- develop and implement a range of mechanisms for monitoring the quality of frontline service delivery including site visits, citizen based monitoring and managing the presidential hotline
- assist departments to analyse and use data to improve service delivery and to inform policy management decisions.

## Programme purposes

### Programme 1: Administration

**Purpose:** Provide strategic management and administrative support to the accounting officer and the department.

### Programme 2: Outcomes Monitoring and Evaluation

**Purpose:** Advance the strategic agenda of government by developing and implementing the outcomes approach, monitoring and reporting on its progress, and evaluating its impact.

### Programme 3: Institutional Performance Monitoring and Evaluation

**Purpose:** Promote good monitoring and evaluation practices and processes in government through: management performance assessment and support; frontline service delivery monitoring and support; and monitoring and evaluation capacity development and learning.

## Selected performance indicators

**Table 6.1 Performance Monitoring and Evaluation**

Indicator	Programme	Outcome	Past			Current	Projections		
			2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of signed and reviewed delivery agreements per year	Outcomes Monitoring and Evaluation	All outcomes	12	12	12	12	14	14	14
Number of quarterly progress reports on monitoring and evaluation of strategic priorities per year			— <sup>1</sup>	24	48	48	56	56	56
Number of evaluation reports per year			— <sup>1</sup>	— <sup>1</sup>	1	15	13	10	10
Number of operational data forums per year for each of the outcomes to support data driven and evidence based monitoring and reporting			— <sup>1</sup>	12	12	12	10	10	10
Number of institutional performance assessments carried out and reports issued per year	Administration		3 national departments (pilot)	5 national and 20 provincial departments	43 national and 124 provincial departments	43 national and 124 provincial departments	43 national and 124 provincial departments	43 national and 124 provincial departments	43 national and 124 provincial departments
Number of service delivery monitoring visits conducted at national, provincial and local government level and reports issued per year	Institutional Performance Monitoring and Evaluation	Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	— <sup>1</sup>	60	215	120 new sites monitored	90 new sites monitored and 120 sites revisited	90 new sites monitored and 120 sites revisited	90 new sites monitored and 120 sites revisited

1. Indicators were introduced in phases between 2010/11 and 2011/12 following the establishment of the department from 1 January 2010.

## The national development plan

The work of the Department of Performance Monitoring and Evaluation supports the national development plan's objective of a government that is accountable and transparent. The department's focus is on strengthening accountability and improving coordination, and it works with the National Planning Commission to facilitate and monitor the implementation of the national development plan. The department is responsible for mainstreaming the national development plan into the work of government by drafting the medium term strategic framework to guide government's programme. This is based on the 2009-2014 electoral cycle and will be reviewed annually. The strategic framework includes 14 outcomes, which form the basis of the new performance agreements between the president and individual members of Cabinet.

Over the medium term, the main focus will be on strengthening oversight over the achievements of the outcomes, which will contribute to the realisation of Vision 2030 as outlined in the national development plan. This function is performed in the Outcomes Monitoring and Evaluation programme.

## Expenditure estimates

**Table 6.2 Performance Monitoring and Evaluation**

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
	2010/11	2011/12	2012/13					2014/15	2015/16	2016/17		
R million												
Administration	–	33.1	55.7	58.7	58.7	–	29.7%	63.8	62.7	66.8	4.4%	29.5%
Outcomes Monitoring and Evaluation	40.5	31.0	53.4	71.8	71.8	21.0%	39.7%	78.2	83.2	88.3	7.1%	37.7%
Institutional Performance Monitoring and Evaluation	6.8	31.5	51.2	62.3	62.3	109.2%	30.6%	66.2	73.8	77.6	7.6%	32.8%
<b>Total</b>	<b>47.3</b>	<b>95.6</b>	<b>160.2</b>	<b>192.7</b>	<b>192.7</b>	<b>59.7%</b>	<b>100.0%</b>	<b>208.2</b>	<b>219.7</b>	<b>232.7</b>	<b>6.5%</b>	<b>100.0%</b>
Change to 2013 Budget estimate				–	–			6.2	8.9	9.2		
<b>Economic classification</b>												
<b>Current payments</b>	<b>40.2</b>	<b>89.8</b>	<b>149.9</b>	<b>184.8</b>	<b>184.8</b>	<b>66.2%</b>	<b>93.7%</b>	<b>202.4</b>	<b>217.0</b>	<b>229.4</b>	<b>7.5%</b>	<b>97.7%</b>
Compensation of employees	26.1	54.4	83.0	108.5	108.5	60.8%	54.8%	131.5	142.3	151.7	11.8%	62.6%
Goods and services	14.1	35.3	66.9	76.4	76.4	75.5%	38.9%	70.9	74.7	77.6	0.5%	35.1%
of which:												
Administration fees	0.2	0.4	0.9	0.6	0.6	57.9%	0.4%	0.7	0.8	0.8	11.4%	0.3%
Advertising	0.3	0.9	1.0	1.8	1.8	92.1%	0.8%	0.7	0.7	0.7	-26.8%	0.5%
Assets less than the capitalisation threshold	1.1	0.7	1.3	2.3	2.3	29.6%	1.1%	2.0	0.9	0.9	-26.4%	0.7%
Audit costs: External	0.0	1.5	2.6	3.0	3.0	484.8%	1.4%	2.9	3.1	3.3	3.2%	1.4%
Bursaries: Employees	0.2	0.3	0.4	0.6	0.6	33.7%	0.3%	0.6	0.6	0.7	5.7%	0.3%
Catering: Departmental activities	0.2	0.4	0.5	0.9	0.9	72.0%	0.4%	0.3	0.3	0.3	-28.6%	0.2%
Communication	0.8	7.8	2.7	4.4	4.4	80.2%	3.2%	3.1	3.3	3.5	-7.4%	1.7%
Computer services	5.7	11.8	18.2	17.0	17.0	44.2%	10.6%	17.4	17.9	18.4	2.8%	8.3%
Consultants and professional services: Business and advisory services	1.5	2.4	18.6	24.9	24.9	155.1%	9.6%	18.2	20.4	20.4	-6.4%	9.8%
Consultants and professional services: Legal costs	0.1	–	0.0	0.1	0.1		0.0%	–	–	–	-100.0%	0.0%
Contractors	0.0	0.0	0.7	0.4	0.4	147.7%	0.2%	0.7	0.6	0.6	15.2%	0.3%
Agency and support / outsourced services	1.1	0.2	1.7	0.8	0.8	-10.9%	0.8%	0.1	0.1	0.1	-49.0%	0.1%
Entertainment	0.1	0.0	0.1	0.1	0.1	43.3%	0.1%	0.1	0.1	0.1	-22.7%	0.0%
Fleet services (including government motor transport)	–	0.0	0.1	0.1	0.1		0.0%	0.0	0.0	0.0	-4.2%	0.0%
Inventory: Materials and supplies	0.0	0.0	0.1	–	–	-100.0%	0.0%	–	–	–		
Consumable supplies	0.0	–	0.0	0.1	0.1	122.4%	0.0%	0.1	0.1	0.1	5.5%	0.1%
Consumable: Stationery, printing and office supplies	0.5	1.0	0.6	0.9	0.9	22.3%	0.6%	0.7	0.7	0.7	-7.1%	0.4%
Operating leases	0.3	0.1	0.1	1.3	1.3	70.1%	0.4%	7.1	7.8	8.6	87.4%	2.9%
Property payments	–	–	–	0.1	0.1		0.0%	0.6	0.7	0.7	93.6%	0.2%
Travel and subsistence	1.9	5.2	11.0	11.4	11.4	80.9%	5.9%	11.4	12.0	12.7	3.8%	5.6%
Training and development	0.1	0.7	1.6	1.7	1.7	142.9%	0.8%	0.8	0.9	1.0	-16.6%	0.5%
Operating payments	0.1	0.9	1.8	1.8	1.8	185.2%	0.9%	1.6	1.6	1.7	-2.3%	0.8%
Venues and facilities	0.1	0.8	2.8	2.1	2.1	147.1%	1.2%	1.9	2.1	2.1	0.5%	1.0%
<b>Transfers and subsidies</b>	<b>–</b>	<b>–</b>	<b>0.2</b>	<b>–</b>	<b>–</b>	<b>0.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Households	–	–	0.2	–	–		0.0%	–	–	–		
<b>Payments for capital assets</b>	<b>7.1</b>	<b>5.8</b>	<b>10.1</b>	<b>7.9</b>	<b>7.9</b>	<b>3.6%</b>	<b>6.2%</b>	<b>5.8</b>	<b>2.7</b>	<b>3.3</b>	<b>-25.2%</b>	<b>2.3%</b>
Machinery and equipment	7.1	4.8	8.2	6.1	6.1	-5.1%	5.3%	4.3	1.9	2.5	-25.8%	1.7%
Software and other intangible assets	–	1.1	1.9	1.8	1.8		1.0%	1.6	0.8	0.8	-23.3%	0.6%
<b>Total</b>	<b>47.3</b>	<b>95.6</b>	<b>160.2</b>	<b>192.7</b>	<b>192.7</b>	<b>59.7%</b>	<b>100.0%</b>	<b>208.2</b>	<b>219.7</b>	<b>232.7</b>	<b>6.5%</b>	<b>100.0%</b>

## Personnel information

**Table 6.3 Details of approved establishment and personnel numbers according to salary level<sup>1</sup>**

Number of posts estimated for 31 March 2014			Number and cost <sup>2</sup> of personnel posts filled / planned for on funded establishment														Number		
Performance Monitoring and Evaluation	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Salary level/total: Average (%)			
			2012/13			2013/14			2014/15		2015/16		2016/17				2013/14 - 2016/17		
			Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost				Number	Cost
Salary level	260	17	175	112.2	0.6	278	145.2	0.5	331	175.4	0.5	338	190.8	0.6	338	203.0	0.6	6.7%	100.0%
1 – 6	26	1	19	3.0	0.2	24	3.5	0.1	47	5.5	0.1	47	5.9	0.1	47	6.2	0.1	25.1%	12.8%
7 – 10	95	1	63	26.1	0.4	99	35.0	0.4	112	39.6	0.4	114	43.2	0.4	114	46.2	0.4	4.8%	34.2%
11 – 12	74	1	45	36.0	0.8	70	41.3	0.6	93	55.9	0.6	97	62.0	0.6	97	65.2	0.7	11.5%	27.8%
13 – 16	65	2	42	46.8	1.1	73	65.1	0.9	79	74.4	0.9	80	79.7	1.0	80	85.4	1.1	3.1%	24.3%
Other	–	12	6	0.4	0.1	12	0.2	0.0	–	–	–	–	–	–	–	–	–	-100.0%	0.9%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

## Expenditure trends

The spending focus over the medium term will be on drafting and implementing the medium term strategic framework (2014-19); developing, implementing and monitoring delivery agreements; improving the quality and analysis of data related to delivery agreements to allow the department to coordinate and support an integrated government wide performance monitoring and evaluation system; and conducting evaluations in line with the approved national evaluation plan, institutional performance and frontline service delivery monitoring. To achieve these objectives, the bulk of the department's budget over the medium term is directed towards spending on compensation of employees, computer equipment and consultants. Consultants are typically researchers and industry experts who provide services in different aspects of evaluations.

The department is focusing on realigning its functions to reflect the shift towards an integrated performance monitoring and evaluation approach, which goes beyond the scope of previous monitoring and evaluation systems and support programmes. The integrated approach looks at government performance from a more holistic perspective by aligning the planning and budgeting cycles with performance evaluation. This expands on the functions formerly performed under the Monitoring and Evaluation Systems Coordination and Support programme, such as setting monitoring and evaluation standards and developing guidelines and practice notes. The expanded function places additional responsibilities on the department to provide technical guidance on the process of formulating, reviewing and appraising strategic and annual performance plans set by national departments and other spheres of government. This is being undertaken to ensure that departmental programmes of action and sectoral priorities align with broader national priorities. The department has thus amended its budget programme structure to accommodate the new strategic planning and annual performance planning functions, which were previously done in National Treasury. The 2014 Budget allocates R3.5 million in 2014/15, R6.1 million in 2015/16 and R6.2 million in 2016/17 for this.

In terms of the new function, the department will facilitate strategic and annual performance planning, review the alignment of strategic plans and annual performance plans with the medium term strategic framework for government, support National Treasury in prioritising funding, and facilitate the alignment between quarterly and annual performance reports and outcomes reporting.

Over the medium term, the department will also establish a secretariat for the interdepartmental committee that will look into the revitalisation of distressed mining communities. Due to the expanded functions and the establishment of the secretariat, expenditure over the medium term is expected to increase in compensation of employees, consultants, computer services and travel and subsistence in the Outcomes Monitoring and Evaluation programme. Cabinet approved additional allocations of R3 million in 2014/15, R3.2 million in 2015/16 and R3.4 million in 2016/17 provide for this. By the end of November 2013, the department had filled 23 vacant posts and the additional allocations will allow the total number of filled posts to increase to 256 by 2016/17.

Cabinet also approved reductions of R1.1 million over the medium term, which are to be effected through cost



curtailing measures such as spending on catering, entertainment, travel and subsistence, and other non-core items in goods and services. These will have no negative impact on service delivery.

## Departmental receipts

**Table 6.4 Receipts**

	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Receipt/ total: Average (%)	Medium-term receipts estimate			Average growth rate (%)	Receipt/ total: Average (%)
	2010/11	2011/12	2012/13					2014/15	2015/16	2016/17		
R thousand												
<b>Departmental receipts</b>	–	119	113	64	64	–	100.0%	64	68	72	4.0%	100.0%
<b>Sales of goods and services produced by department</b>	–	16	28	33	33	–	26.0%	37	41	45	10.9%	58.2%
Sales by market establishments	–	7	14	15	15	–	12.2%	17	19	21	11.9%	26.9%
of which:												
Parking fees	–	7	14	15	15	–	12.2%	17	19	21	11.9%	26.9%
Other sales	–	9	14	18	18	–	13.9%	20	22	24	10.1%	31.3%
of which:												
Commission	–	9	14	18	18	–	13.9%	20	22	24	10.1%	31.3%
<b>Transactions in financial assets and liabilities</b>	–	103	85	31	31	–	74.0%	27	27	27	-4.5%	41.8%
<b>Total</b>	–	119	113	64	64	–	100.0%	64	68	72	4.0%	100.0%

## Programme 1: Administration

### Expenditure estimates

**Table 6.5 Administration**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ total: Average (%)
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17		
R thousand											
Departmental Management	–	6 206	9 006	8 626	–	16.2%	6 676	7 031	7 410	-4.9%	11.8%
Corporate and Financial Services	–	11 932	18 093	23 959	–	36.6%	33 817	34 901	37 420	16.0%	51.6%
Information Technology Support	–	11 717	27 244	24 609	–	43.1%	20 304	17 858	18 972	-8.3%	32.5%
Internal Auditing	–	3 232	1 349	1 484	–	4.1%	2 976	2 865	2 978	26.1%	4.1%
<b>Total</b>	–	33 087	55 692	58 678	–	100.0%	63 773	62 655	66 780	4.4%	100.0%
Change to 2013 Budget estimate				(39)			5 650	1 891	2 662		

#### Economic classification

<b>Current payments</b>	–	27 619	46 403	52 093	–	85.5%	59 153	61 080	64 605	7.4%	94.1%
Compensation of employees	–	17 000	23 531	29 572	–	47.5%	33 707	35 875	38 071	8.8%	54.5%
Goods and services	–	10 607	22 872	22 521	–	38.0%	25 446	25 205	26 534	5.6%	39.6%
of which:											
Administration fees	–	160	217	122	–	0.3%	107	112	117	-1.4%	0.2%
Advertising	–	893	992	1 540	–	2.3%	690	692	694	-23.3%	1.4%
Assets less than the capitalisation threshold	–	655	1 305	2 331	–	2.9%	2 000	910	930	-26.4%	2.4%
Audit costs: External	–	1 512	2 585	3 000	–	4.8%	2 900	3 100	3 300	3.2%	4.9%
Bursaries: Employees	–	289	378	550	–	0.8%	610	630	650	5.7%	1.0%
Catering: Departmental activities	–	208	161	200	–	0.4%	84	85	86	-24.5%	0.2%
Communication	–	365	527	1 247	–	1.5%	498	513	528	-24.9%	1.1%
Computer services	–	1 860	8 674	6 455	–	11.5%	6 252	6 260	6 268	-1.0%	10.0%
Consultants and professional services:	–	1 391	825	150	–	1.6%	850	603	616	60.1%	0.9%
Business and advisory services	–	–	38	50	–	0.1%	–	–	–	-100.0%	–
Consultants and professional services:	–	–	38	50	–	0.1%	–	–	–	-100.0%	–
Legal costs	–	17	379	380	–	0.5%	700	565	580	15.1%	0.9%
Contractors	–	199	1 458	800	–	1.7%	100	103	106	-49.0%	0.4%
Agency and support / outsourced services	–	8	28	27	–	–	13	13	13	-21.6%	–
Entertainment	–	8	33	50	–	0.1%	42	43	44	-4.2%	0.1%
Fleet services (including government motor transport)	–	12	19	–	–	–	–	–	–	–	–
Inventory: Food and food supplies	–	1	–	–	–	–	–	–	–	–	–
Inventory: Fuel, oil and gas	–	35	56	–	–	0.1%	–	–	–	–	–
Inventory: Materials and supplies	–	26	–	–	–	–	–	–	–	–	–
Inventory: Other supplies	–	–	45	68	–	0.1%	118	121	124	22.2%	0.2%
Consumable supplies	–	740	492	559	–	1.2%	379	393	407	-10.0%	0.7%
Consumable: Stationery, printing and office supplies	–	740	492	559	–	1.2%	379	393	407	-10.0%	0.7%

**Table 6.5 Administration**

Economic classification				Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Audited outcome											
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Operating leases	–	114	149	1 300	–	1.1%	7 068	7 775	8 552	87.4%	9.8%
Property payments	–	–	–	100	–	0.1%	600	660	726	93.6%	0.8%
Travel and subsistence	–	1 223	2 678	2 041	–	4.0%	1 164	1 214	1 264	-14.8%	2.3%
Training and development	–	84	615	527	–	0.8%	786	912	1 015	24.4%	1.3%
Operating payments	–	693	823	704	–	1.5%	375	387	397	-17.4%	0.7%
Venues and facilities	–	114	395	320	–	0.6%	110	114	117	-28.5%	0.3%
Interest and rent on land	–	12	–	–	–	–	–	–	–	–	–
Payments for capital assets	–	5 468	9 289	6 585	–	14.5%	4 620	1 575	2 175	-30.9%	5.9%
Machinery and equipment	–	4 419	7 974	5 785	–	12.3%	3 870	1 475	2 075	-28.9%	5.2%
Software and other intangible assets	–	1 049	1 315	800	–	2.1%	750	100	100	-50.0%	0.7%
Total	–	33 087	55 692	58 678	–	100.0%	63 773	62 655	66 780	4.4%	100.0%
Proportion of total programme expenditure to vote expenditure	0.0%	34.6%	34.8%	30.4%			30.6%	28.5%	28.7%		

## Personnel information

**Table 6.6 Details of approved establishment and personnel numbers according to salary level<sup>1</sup>**

Number of posts estimated for 31 March 2014			Number and cost <sup>2</sup> of personnel posts filled / planned for on funded establishment															Number	
Salary level	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Salary level/total: Average (%)			
			2012/13			2013/14			2014/15		2015/16		2016/17				2013/14 - 2016/17		
			Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost		Unit Cost	
Administration			66	23.5	0.4	77	29.6	0.4	92	33.7	0.4	92	35.9	0.4	92	38.1	0.4	6.1%	100.0%
Salary level	77	3																	
1 – 6	23	1	18	2.8	0.2	21	3.3	0.2	29	4.3	0.1	29	4.6	0.2	29	4.9	0.2	11.4%	30.6%
7 – 10	34	–	29	8.5	0.3	34	11.2	0.3	39	12.3	0.3	39	13.1	0.3	39	14.0	0.4	4.7%	42.8%
11 – 12	11	–	9	4.6	0.5	12	7.2	0.6	14	7.6	0.5	14	8.1	0.6	14	8.6	0.6	5.3%	15.3%
13 – 16	9	–	8	7.5	0.9	8	7.8	1.0	10	9.5	1.0	10	10.1	1.0	10	10.7	1.1	7.7%	10.8%
Other	–	2	2	0.1	0.1	2	0.1	0.0	–	–	–	–	–	–	–	–	–	-100.0%	0.6%

<sup>1</sup> Data has been provided by the department and may not necessarily reconcile with official government personnel data.

<sup>2</sup> Rand million.

## Expenditure trends

The spending focus over the medium term will be on strengthening capacity in administrative and corporate support services, and the acquisition of additional office accommodation to house the expanded functions of the department. This will result in an increase in spending on compensation of employees, property leases and payments in the *Corporate and Financial Services* subprogramme. Spending on training and development will also increase, due to the centralisation of bursaries, training and development spending in 2012/13.

Following its establishment in 2011/12, the department has incurred significant increases in expenditure relating to the development of ICT infrastructure, the setting up of the management performance assessment tool system and outsourced departmental services. The increase in spending on computer services and machinery and equipment is also evident in 2013/14, although spending on these items is expected to stabilise over the medium term. The number of personnel in this programme is expected to increase from 66 in 2012/13 to 92 by 2016/17 as the department continues to build capacity in internal auditing, financial and information management. In line with the projected growth in personnel numbers, spending on compensation of employees is also expected to increase from R29.6 million in 2013/14 to R38.1 million in 2016/17, due to new positions created and improvements in conditions of service. There were no vacant posts at the end of November 2013.

To give effect to Cabinet approved budget reductions, the department has cut spending on catering, entertainment, and travel and subsistence by R300 000 over the medium term. The department will reprioritise funds from non-core services to ensure that these reductions do not impact negatively on service delivery.

## Programme 2: Outcomes Monitoring and Evaluation

### Objectives

- Advance government strategic priorities by:
  - embedding the outcomes approach by developing, coordinating and monitoring the implementation of delivery agreements and conducting implementation forums and related initiatives, on an ongoing basis
  - monitoring and evaluating the implementation of strategic priorities and providing 1 quarterly report per outcome to Cabinet on the progress of agreed outputs and targets for each outcome, and continuously evaluating the developmental impact
  - increasing accountability and transparency of government's commitment to the 14 priority outcomes by updating the current programme of action web portal hosted by the department, on an ongoing basis.

### Subprogrammes

- *Programme Management for Outcomes Monitoring and Evaluation* provides programme management and administrative support. This subprogramme had a staff complement of 1 in 2013/14.
- *Outcomes Support* facilitates and monitors the implementation of the outcomes approach. To monitor progress against targets, outputs and outcomes contained in the 12 delivery agreements, 4 quarterly reports per outcome are prepared for presentation to Cabinet every year. In 2012/13, the subprogramme provided 233 briefing notes on Cabinet memoranda to political principals and developed guidelines on municipal assessment. This subprogramme had a staff complement of 33 in 2013/14.
- *Evaluation and Research* conducts evaluations of government policies and programmes in terms of the national evaluation plan. In 2012/13, the department completed three evaluations under the currently approved national evaluation plan (2013-2016), with one evaluation still under way. To date, the department has developed 12 guidelines and provided training and capacity building to 237 national, provincial and local government officials in 12 courses relating to the evaluation process. This subprogramme had a staff complement of 8 in 2013/14.

### Expenditure estimates

**Table 6.7 Outcomes Monitoring and Evaluation**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14	2013/14	2014/15	2015/16	2016/17	2013/14 - 2016/17	2016/17
Programme Management for Outcomes Monitoring and Evaluation	–	2 048	3 354	6 785	–	6.2%	2 828	2 972	3 129	-22.7%	4.9%
Outcomes Support	40 543	27 005	31 915	40 127	-0.3%	70.9%	50 656	54 873	59 274	13.9%	63.7%
Evaluation and Research	–	1 969	18 124	24 885	–	22.9%	24 741	25 327	25 909	1.4%	31.4%
<b>Total</b>	<b>40 543</b>	<b>31 022</b>	<b>53 393</b>	<b>71 797</b>	<b>21.0%</b>	<b>100.0%</b>	<b>78 225</b>	<b>83 172</b>	<b>88 312</b>	<b>7.1%</b>	<b>100.0%</b>
Change to 2013 Budget estimate				2 351			369	2 079	2 418		

  

Economic classification											
<b>Current payments</b>	<b>33 433</b>	<b>30 797</b>	<b>52 973</b>	<b>71 146</b>	<b>28.6%</b>	<b>95.7%</b>	<b>77 660</b>	<b>82 705</b>	<b>87 843</b>	<b>7.3%</b>	<b>99.3%</b>
Compensation of employees	22 516	25 505	30 258	42 166	23.3%	61.2%	53 862	57 999	62 434	14.0%	67.3%
Goods and services	10 917	5 275	22 715	28 980	38.5%	34.5%	23 798	24 706	25 409	-4.3%	32.0%
of which:											
Administration fees	150	168	288	271	21.8%	0.4%	275	298	321	5.8%	0.4%
Advertising	250	36	–	104	-25.3%	0.2%	–	–	–	-100.0%	–
Assets less than the capitalisation threshold	1 070	6	7	–	-100.0%	0.6%	–	–	–	–	–
Audit costs: External	15	–	–	–	-100.0%	–	–	–	–	–	–
Bursaries: Employees	230	27	–	–	-100.0%	0.1%	–	–	–	–	–
Catering: Departmental activities	150	143	189	445	43.7%	0.5%	55	61	68	-46.5%	0.2%
Communication	725	437	489	730	0.2%	1.2%	639	688	738	0.4%	0.9%
Computer services	2 548	187	–	–	-100.0%	1.4%	128	135	141	–	0.1%
Consultants and professional services: Business and advisory services	1 500	592	14 672	19 960	137.0%	18.7%	15 800	16 300	16 300	-6.5%	21.3%
Consultants and professional services: Legal costs	50	–	–	–	-100.0%	–	–	–	–	–	–
Contractors	25	–	–	–	-100.0%	–	–	–	–	–	–

**Table 6.7 Outcomes Monitoring and Evaluation**

Economic classification				Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Audited outcome											
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Agency and support / outsourced services	1 130	2	209	—	-100.0%	0.7%	—	—	—	—	—
Entertainment	50	4	14	81	17.4%	0.1%	42	42	42	-19.7%	0.1%
Fleet services (including government motor transport)	—	—	3	—	—	—	—	—	—	—	—
Inventory: Food and food supplies	25	8	8	—	-100.0%	—	—	—	—	—	—
Inventory: Materials and supplies	5	—	—	—	-100.0%	—	—	—	—	—	—
Consumable supplies	11	—	2	39	52.5%	—	6	7	7	-43.6%	—
Consumable: Stationery, printing and office supplies	500	191	20	184	-28.3%	0.5%	270	271	273	14.1%	0.3%
Operating leases	250	(36)	—	—	-100.0%	0.1%	—	—	—	—	—
Travel and subsistence	1 900	3 080	4 292	4 960	37.7%	7.2%	5 508	5 779	6 314	8.4%	7.0%
Training and development	122	240	805	851	91.1%	1.0%	—	—	—	-100.0%	0.3%
Operating payments	71	130	665	843	128.1%	0.9%	665	685	705	-5.8%	0.9%
Venues and facilities	140	60	1 052	512	54.1%	0.9%	410	440	500	-0.8%	0.6%
Interest and rent on land	—	17	—	—	—	—	—	—	—	—	—
Transfers and subsidies	—	—	206	—	—	0.1%	—	—	—	—	—
Households	—	—	206	—	—	0.1%	—	—	—	—	—
Payments for capital assets	7 110	225	214	651	-54.9%	4.2%	565	467	469	-10.4%	0.7%
Machinery and equipment	7 110	225	200	152	-72.2%	3.9%	165	167	169	3.6%	0.2%
Software and other intangible assets	—	—	14	499	—	0.3%	400	300	300	-15.6%	0.5%
Total	40 543	31 022	53 393	71 797	21.0%	100.0%	78 225	83 172	88 312	7.1%	100.0%
Proportion of total programme expenditure to vote expenditure	85.6%	32.5%	33.3%	37.2%			37.6%	37.9%	38.0%		

**Details of transfers and subsidies**

Households											
Social benefits											
Current	—	—	206	—	—	0.1%	—	—	—	—	—
Households	—	—	206	—	—	0.1%	—	—	—	—	—

**Personnel information****Table 6.8 Details of approved establishment and personnel numbers according to salary level<sup>1</sup>**

Number of posts estimated for 31 March 2014			Number and cost <sup>2</sup> of personnel posts filled / planned for on funded establishment															Number	
Outcomes Monitoring and Evaluation	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate									Average growth rate (%)	Salary level/total: Average (%)
			2012/13			2013/14			2014/15			2015/16			2016/17				
			Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost		
Salary level	65	6	48	30.3	0.6	67	42.2	0.6	81	53.9	0.7	82	58.0	0.7	82	62.4	0.8	7.0%	100.0%
1 – 6	1	–	–	–	–	1	0.2	0.2	4	0.3	0.1	4	0.3	0.1	4	0.4	0.1	58.7%	4.2%
7 – 10	19	1	12	5.2	0.4	21	7.9	0.4	21	8.2	0.4	21	8.8	0.4	21	9.4	0.4	–	26.9%
11 – 12	17	1	16	8.8	0.5	16	9.5	0.6	25	15.3	0.6	25	16.2	0.6	25	16.9	0.7	16.0%	29.2%
13 – 16	28	2	18	16.2	0.9	27	24.5	0.9	31	30.0	1.0	32	32.6	1.0	32	35.8	1.1	5.8%	39.1%
Other	–	2	2	0.1	0.0	2	0.1	0.0	–	–	–	–	–	–	–	–	–	-100.0%	0.6%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

**Expenditure trends**

The spending focus over the medium term will be on completing the process of ministers signing the new performance and delivery agreements, which are informed by the medium term strategic framework and the 14 outcomes. These agreements, which should all be signed by 2014/15, will serve as the basis for reviewing and monitoring national departments against agreed upon outcomes and outputs.

The priority given to increasing capacity in evaluations and to extend management performance and service delivery assessments to local government is the result of a high level strategic decision. The development and

piloting of the local government performance assessment programme and the establishment of the secretariat responsible for the revitalisation of distressed mining communities will increase spending in the *Outcomes Support and Evaluations and Research* subprogrammes over the medium term. The secretariat was established as a response to developments in the mining sector that have highlighted underlying socioeconomic dynamics in mining communities that require government intervention. Related spending increases will be on compensation of employees, as the department plans to appoint 3 additional personnel each year to perform these functions. The number of personnel in this programme is therefore expected to increase to 82 by 2016/17. At the end of November 2013, this programme had 5 vacancies. The posts are vacant due to normal attrition and the length of time it takes to finalise the recruitment process.

Expenditure over the medium term is expected to increase further as the department has terminated the *Monitoring and Evaluation Systems Coordination and Support* programme which entailed activities such as developing norms and standards and integrated its functions and some of its support staff into the *Outcomes Monitoring and Evaluation* programme. This change to the programme structure was part of a departmental restructuring and realignment to improve accountability and support the attainment of the outcomes by government.

The department will give effect to Cabinet approved budget reductions of R400 000 over the medium term, through curtailing spending mainly on catering, entertainment, communication and travel. Funds from non-core services will be reprioritised to ensure that the reductions do not impact negatively on service delivery.

Spending on consultants, who provide professional and specialised services for research and evaluations, is set to increase to R16.3 million by 2016/17, in line with the department's expanded mandate.

## Programme 3: Institutional Performance Monitoring and Evaluation

### Objectives

- Ensure the alignment of departmental activities with government priorities by:
  - evaluating departmental strategic plans and annual performance plans on an ongoing basis
  - conducting annual management performance assessments on all national and provincial government departments over the medium term.
- Improve frontline service delivery by:
  - monitoring 180 new sites and revisiting 360 sites in collaboration with the offices of premiers in all provinces over the medium term
  - continually using the presidential hotline as a monitoring and evaluation tool.

### Subprogrammes

- *Programme Management for Institutional Performance Monitoring and Evaluation* provides programme management and administrative support. This subprogramme had a staff complement of 1 in 2013/14.
- *Management Performance Monitoring and Support* coordinates and facilitates institutional performance monitoring and evaluation in government. In 2013/14, the management performance assessment tool was reviewed and updated, 9 workshops were held to launch the tool at national and provincial levels and 6 learning workshops were held at provincial level. This subprogramme had a staff complement of 13 in 2013/14.
- *Presidential Frontline Service Delivery Performance Monitoring and Support* monitors, evaluates and facilitates the improvement of frontline service delivery throughout the public sector system, including the presidential hotline. In 2012/13, 215 frontline service delivery site visits took place, and in 2013/14, 120 new sites will be monitored. The site visits will be extended to 90 new sites and 120 revisits per year over the medium term. This subprogramme had a staff complement of 18 in 2013/14.
- *Macro Monitoring and Evaluation Policy and Capacity Building* coordinates the implementation of monitoring and evaluation policies, as well as systems and capacity building programmes. In 2013/14, the government wide monitoring and evaluation policy framework was reviewed and a draft green paper was developed. This subprogramme had a staff complement of 8 in 2013/14.

## Expenditure estimates

Table 6.9 Institutional Performance Monitoring and Evaluation

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11	2013/14	2014/15	2015/16	2016/17	2013/14 - 2016/17	
Programme Management for Institutional Performance Monitoring and Evaluation	–	1 747	544	1 717	–	2.6%	2 413	2 562	2 721	16.6%	3.4%
Management Performance Monitoring and Support	–	3 496	14 395	15 300	–	21.9%	19 759	23 762	24 693	17.3%	29.8%
Presidential Frontline Service Delivery	–	25 289	30 226	36 630	–	60.7%	36 666	39 787	41 986	4.7%	55.4%
Performance Monitoring and Support	–	–	–	–	–	–	–	–	–	–	–
Macro Monitoring and Evaluation Policy and Capacity Building	6 805	939	5 986	8 623	8.2%	14.7%	7 328	7 734	8 168	-1.8%	11.4%
<b>Total</b>	<b>6 805</b>	<b>31 471</b>	<b>51 151</b>	<b>62 270</b>	<b>109.2%</b>	<b>100.0%</b>	<b>66 166</b>	<b>73 845</b>	<b>77 568</b>	<b>7.6%</b>	<b>100.0%</b>
Change to 2013 Budget estimate				62 270			66 166	73 845	77 568		

## Economic classification

<b>Current payments</b>	<b>6 800</b>	<b>31 351</b>	<b>50 535</b>	<b>61 605</b>	<b>108.5%</b>	<b>99.1%</b>	<b>65 546</b>	<b>73 206</b>	<b>76 909</b>	<b>7.7%</b>	<b>99.1%</b>
Compensation of employees	3 595	11 907	29 220	36 734	117.0%	53.7%	43 915	48 466	51 228	11.7%	64.4%
Goods and services	3 205	19 443	21 315	24 871	98.0%	45.4%	21 631	24 740	25 681	1.1%	34.6%
of which:											
Administration fees	–	120	385	198	–	0.5%	357	367	378	24.1%	0.5%
Advertising	–	1	–	128	–	0.1%	–	–	–	-100.0%	–
Assets less than the capitalisation threshold	–	9	26	–	–	–	–	–	–	–	–
Catering: Departmental activities	26	75	162	250	112.6%	0.3%	130	151	172	-11.7%	0.3%
Communication	30	7 011	1 700	2 443	333.4%	7.4%	1 919	2 082	2 245	-2.8%	3.1%
Computer services	3 102	9 723	9 570	10 500	50.1%	21.7%	11 000	11 500	12 000	4.6%	16.1%
Consultants and professional services:	–	417	3 104	4 800	–	5.5%	1 500	3 500	3 500	-10.0%	4.8%
Business and advisory services	–	–	–	–	–	–	–	–	–	–	–
Contractors	–	–	311	–	–	0.2%	1	1	1	–	–
Entertainment	–	2	34	39	–	–	13	13	13	-30.7%	–
Fleet services (including government motor transport)	–	1	25	–	–	–	–	–	–	–	–
Inventory: Food and food supplies	–	6	14	–	–	–	–	–	–	–	–
Inventory: Materials and supplies	–	–	1	–	–	–	–	–	–	–	–
Consumable supplies	–	–	–	14	–	–	9	10	11	-7.7%	–
Consumable: Stationery, printing and office supplies	–	78	131	171	–	0.3%	48	50	52	-32.8%	0.1%
Operating leases	14	28	–	–	-100.0%	–	–	–	–	–	–
Travel and subsistence	25	866	3 993	4 393	460.1%	6.1%	4 770	4 970	5 170	5.6%	6.9%
Training and development	–	397	190	370	–	0.6%	–	–	–	-100.0%	0.1%
Operating payments	8	83	304	285	229.0%	0.4%	544	576	609	28.8%	0.7%
Venues and facilities	–	626	1 365	1 280	–	2.2%	1 340	1 520	1 530	6.1%	2.0%
Interest and rent on land	–	1	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies</b>	<b>–</b>	<b>–</b>	<b>13</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Households	–	–	13	–	–	–	–	–	–	–	–
<b>Payments for capital assets</b>	<b>5</b>	<b>120</b>	<b>603</b>	<b>665</b>	<b>410.4%</b>	<b>0.9%</b>	<b>620</b>	<b>639</b>	<b>659</b>	<b>-0.3%</b>	<b>0.9%</b>
Machinery and equipment	5	110	66	144	206.5%	0.2%	220	229	238	18.2%	0.3%
Software and other intangible assets	–	10	537	521	–	0.7%	400	410	421	-6.9%	0.6%
<b>Total</b>	<b>6 805</b>	<b>31 471</b>	<b>51 151</b>	<b>62 270</b>	<b>109.2%</b>	<b>100.0%</b>	<b>66 166</b>	<b>73 845</b>	<b>77 568</b>	<b>7.6%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>14.4%</b>	<b>32.9%</b>	<b>31.9%</b>	<b>32.3%</b>			<b>31.8%</b>	<b>33.6%</b>	<b>33.3%</b>		

## Details of transfers and subsidies

<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>											
Households	–	–	13	–	–	–	–	–	–	–	–

## Personnel information

Table 6.10 Details of approved establishment and personnel numbers according to salary level<sup>1</sup>

Number of posts estimated for 31 March 2014			Number and cost <sup>2</sup> of personnel posts filled / planned for on funded establishment															Number	
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate									Average growth rate (%)	Salary level/total: Average (%)
			2012/13			2013/14			2014/15			2015/16			2016/17				
			Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost		
Institutional Performance Monitoring and Evaluation																			
Salary level	59	4	–	29.2	–	67	36.7	0.5	79	43.9	0.6	82	48.5	0.6	82	51.2	0.6	7.0%	100.0%
1 – 6	1	–	–	0.1	–	1	–	–	7	0.5	0.1	7	0.5	0.1	7	0.5	0.1	91.3%	7.1%
7 – 10	21	–	–	6.2	–	22	8.0	0.4	26	9.6	0.4	27	10.7	0.4	27	11.4	0.4	7.1%	32.9%
11 – 12	23	–	–	11.3	–	21	12.3	0.6	27	16.5	0.6	29	18.8	0.6	29	19.9	0.7	11.4%	34.2%
13 – 16	14	–	–	11.5	–	19	16.4	0.9	19	17.4	0.9	19	18.5	1.0	19	19.5	1.0	–	24.5%
Other	–	4	–	0.1	–	4	0.0	0.0	–	–	–	–	–	–	–	–	–	-100.0%	1.3%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

## Expenditure trends

The spending focus over the medium term will be on stimulating improvements in the performance of government service sites such as schools, clinics and police stations, through service delivery monitoring visits and piloting projects in 50 service delivery facilities. This forms part of government's citizen based monitoring initiative, which falls under the *Presidential Frontline Service Delivery Performance Monitoring and Support* subprogramme. This is reflected in the increased spending in the subprogramme over the medium term. Expenditure on travel and subsistence and computer services is expected to increase by an estimated R11.5 million over the medium term, due to the visits and the cost of maintaining the presidential hotline.

Expenditure increases between 2012/13 and 2013/14 were driven mostly by the *Management Performance Monitoring and Support* subprogramme, due mainly to the department's expanded mandate to support the strategic and annual performance planning and reporting process across national and provincial departments. Increased spending on compensation of employees in the subprogramme is due to improvements in conditions of service, and R15.7 million in additional allocations for the expanded mandate will facilitate the appointment of 8 personnel and related increases in goods and services.

The *Macro Monitoring and Evaluation Policy and Capacity Building* subprogramme and its related expenditure has been moved from the now defunct *Monitoring and Evaluation Systems Coordination and Support* programme to this programme as it mostly supports the programme's objectives. This will result in an increase in personnel numbers from 67 in 2013/14 to 82 by 2016/17 as the department continues to build capacity to ensure that 90 new sites are monitored and 120 sites are revisited over the medium term. At the end of November 2013, this programme had 5 vacancies. These posts are vacant due to normal attrition and the length of time it takes to finalise the recruitment process.

## Additional tables

**Table 6.A Summary of expenditure trends and estimates per programme and economic classification**

Programme	Appropriation		Audited outcome	Appropriation		Revised estimate
	Main	Adjusted		Main	Adjusted	
R thousand	2012/13		2012/13	2013/14		2013/14
Administration	59 840	59 840	53 821	58 717	(39)	58 678
Outcomes Monitoring and Evaluation	52 589	48 539	48 643	69 446	2 351	71 797
Institutional Performance Monitoring and Evaluation	61 730	65 780	57 772	64 582	(2 312)	62 270
<b>Total</b>	<b>174 159</b>	<b>174 159</b>	<b>160 236</b>	<b>192 745</b>	<b>–</b>	<b>192 745</b>

  

Economic classification							
<b>Current payments</b>	<b>158 355</b>	<b>158 574</b>	<b>149 911</b>	<b>183 835</b>	<b>1 009</b>	<b>184 844</b>	<b>184 844</b>
Compensation of employees	85 827	88 958	83 009	108 472	–	108 472	108 472
Goods and services	72 528	69 616	66 902	75 363	1 009	76 372	76 372
<b>Transfers and subsidies</b>	<b>219</b>	<b>–</b>	<b>219</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Households	219	–	219	–	–	–	–
<b>Payments for capital assets</b>	<b>15 585</b>	<b>15 585</b>	<b>10 106</b>	<b>8 910</b>	<b>(1 009)</b>	<b>7 901</b>	<b>7 901</b>
Machinery and equipment	11 561	11 433	8 240	6 060	21	6 081	6 081
Software and other intangible assets	4 024	4 152	1 866	2 850	(1 030)	1 820	1 820
<b>Total</b>	<b>174 159</b>	<b>174 159</b>	<b>160 236</b>	<b>192 745</b>	<b>–</b>	<b>192 745</b>	<b>192 745</b>

**Table 6.B Summary of expenditure on training**

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
Compensation of employees (R thousand)	26 111	54 412	83 009	108 472	131 484	142 340	151 733
Training expenditure (R thousand)	–	721	1 987	2 298	1 396	1 542	1 665
Training spend as percentage of compensation		1.3%	2.4%	2.1%	1.1%	1.1%	1.1%
Total number trained (headcount)	15	74	147	131			
of which:							
Employees receiving bursaries (headcount)	11	30	33	28			
Internships (headcount)	1	5	7	8			



Table 6.C Summary of donor funding

Donor	Project	Departmental programme	Period of commitment	Amount committed	Main economic classification	Spending focus	Audited outcome			Estimate	Medium-term expenditure estimate		
							2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
R thousand													
Foreign													
In cash													
Deutsche Gesellschaft für internationale Zusammenarbeit	Strengthening government's capacity in performance monitoring and evaluation	Institutional Performance Monitoring and Evaluation	9 months	950	Goods and services	Develop the revised and adopted performance monitoring and evaluation curriculum framework for public service; develop a new learning course for classroom and online delivery on evaluation; conduct at least 2 executive development training measures for performance monitoring and evaluation	–	–	950	–	–	–	–
United Kingdom Department for International Development	Strengthening performance and monitoring and evaluation for the poor in South Africa.	Outcomes Monitoring and Evaluation	3 years	27 840	Goods and services	Monitor frontline service delivery; develop curriculum based measurement and reporting systems; develop and pilot citizen based service delivery monitoring systems; develop a strategic monitoring and evaluation support facility and outcomes evaluation system	–	–	–	10 270	17 570	–	–
Canadian International Development Agency	Building a capable state	Institutional Performance Monitoring and Evaluation	5 years	15 350	Goods and services	Develop and implement monitoring, evaluation and learning processes as an integral part of service delivery	–	–	–	4 100	6 300	1 650	1 650
Total				44 140			–	–	950	14 370	23 870	1 650	1 650







# BUDGET 2014

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## ESTIMATES OF NATIONAL EXPENDITURE

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**national treasury**  
Department:  
National Treasury  
**REPUBLIC OF SOUTH AFRICA**